Making Letters Talk Business

Making Letters Talk Business

COVERING POINTS OF VITAL IMPORTANCE

To

The Correspondent and the Stenographer
in the Development of Teamwork
to the End That Their Letters
May Become More Resultful

THE AMERICAN ROLLING MILL CO.
MIDDLETOWN, OHIO

PREPARED BY
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CORRESPONDENCE DEPARTMENT

Talk nothing but business, and despatch that business quickly.

FROM A PLACARD OVER THE DOOR OF ALDUS' PRINTING OFFICE.

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That man is most original who is able to adapt from the greatest number of sources.

—CARLYLE

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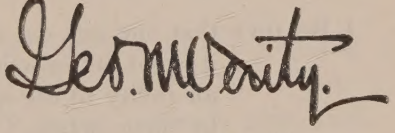
COURTESY ALWAYS PAYS A DIVIDEND

Courtesy is simply the expression of the best that is in us in our dealings with our fellow men. It is something our workers remember; something those with whom we deal will not forget. In any organization it promotes a spirit of harmony that reflects itself in a finer personnel and a bigger opportunity for everyone to produce finer work and thereby find a greater opportunity for advancement.

It is a double-barreled opportunity for the workers. By tactful courtesy they help build up their company—and the bigger we grow the greater is their individual advancement. Furthermore, courtesy always attracts attention. It's the finest advertisement a man's personality could have, and, all other things being equal, promotion always goes to the men with the Armco spirit, which embodies courtesy and a square deal.

Summing it up, courtesy pays all the way through any plant or office. Its dividend is realized not only in cold cash but in what is worth infinitely more—in self-respect and happiness.



President.

I BELIEVE

I BELIEVE every letter reveals a quality of mind and an order of method, from which the reader takes my measure.

I BELIEVE that it is to *my self-interest* and the interest of *my company* for me to write letters that are a true reflection of the business-building ideals and policies of my company.

I BELIEVE resultful letters are but good speech transported by the mediums of black ink and white paper.

I BELIEVE in the elimination of stock phrases—those chestnuts that make letters flat and commonplace, and the inclusion of words—vitalized, humanized, concretized—that make the reader *see, feel, understand, believe,* and *act.*

I BELIEVE all letters that linger in the reader's memory and cause him to respect, believe, or love me, originate in the heart first; the mind, second; and that unless the heart is right, one should not attempt to write.

I BELIEVE every letter sells something—goods or good will; that I should strive patiently, earnestly, and persistently to make every letter a good will booster.

I BELIEVE every letter should be aimed at a definite objective; that unless I first know what my letter is to accomplish, I cannot hope to write a resultful letter.

I BELIEVE every letter should radiate earnestness, sincerity, enthusiasm. Above all, it should have the warmth and glow of the handclasp of friendliness.

I BELIEVE that one gets out of letter-writing just what one puts into it; that letter-writing requires constructive imagination, an ability to use words, and a willingness to pay attention to "little details."

And

I BELIEVE the ability to write good business letters brings a new joy to the day's work, a sense of satisfaction that comes with things well done.

Let the writer of business letters realize that he must dig deep if he expects to pile high.

DRIFTWOOD IN LETTERS

Stock phrases are the deadeners of letters. Hackneyed, meaningless, threadbare, business debris—stock phrases are the dregs of routine thinking which lulls the writer into business insensibility. "According to our record," "Contents of your esteemed favor duly noted," "Permit us to advise you that your order has gone duly forward," and kindred driftwood are responsible for the dishwater flatness of some letters that look, read, and sound commonplace.

A business executive was looking over the firm's outgoing mail. He came to the realization that practically all their letters were alike—the same singsong monotony that would handicap any business. Furthermore, he realized that good postage stamps and much money paid to correspondents and stenographers were going into letters that could never add to the company's prestige and good will.

Taking a few of the letters, this business executive held a brief roundtable discussion of the possibilities of every present-day business letter. He explained that letters should be real, living, breathing personalities that stand up and talk like a man's man. Then holding up one of the letters he read, 'We beg to state.'

"Men and women," said he, "we are not in the begging business. Just throw that expression overboard. 'Contents of your esteemed favor duly noted' sounds nice and may tickle the vanity of the dictator, but what our reader wants is information. Let's not disappoint him. 'Permit us to advise you that your order has gone duly forward' may be consoling in that the order went forward and not backward, but why so many words? Tell him what was shipped, when and how it was shipped, and let it go at that."

Before they left that discussion they had discarded a mass of deadweight phrases. And as a result, their letters began to radiate enthusiasm that had the sparkle of an interesting personal conversation.

In the newspaper office stock phrases are called 'bromides.' A metropolitan newspaper defines the word: "A bromide is a word, phrase or expression, or turn of style, that is especially lacking in originality—overworked, hackneyed—a 'chestnut.' " And just as the editor carries on a war of extermination against bromides, so should the correspondent exterminate stock phrases.

What is the first business of one who studies philosophy? To part with self-conceit. For it is impossible for any one to begin to learn what he thinks that he already knows.

—EPICTETUS

Do not write until you have something to say. Think first: Then write.

DEFUNCT PHRASES

ACCORDING TO OUR RECORDS

This is quite obvious. Your reader knows that we get information from our records.

ADVISE

The most abused, misused, and overworked word in business writing. It means to give *advice*, not to *inform* or *tell*.

ALONG THESE LINES

A result of worditis.

AND OBLIGE

Stilted, hackneyed, awkward, like the final bow of the inexperienced speaker.

AS PER

Don't mix languages. Per is a Latin preposition. Have faith in good old Anglo-Saxon, *a* ton *a* pound, etc.

AS THE CASE MAY BE
AS TO YOUR PROPOSITION } More worditis.

ASSURING YOU OF OUR PROMPT ATTENTION

In other words, we want the reader to feel that we will get up and dust, but this old singsong way of saying it makes him yawn.

AT AN EARLY DATE

Intended to convey the idea of haste, but the expression is worn to a frazzle.

AT ALL TIMES

Always is two words shorter.

AT THIS TIME

A present tense verb, *is* or *are*, is more expressive.

AT HAND

A chestnut of the first rank.

The first aim of language is to communicate our thoughts; the second, to do so with dispatch.

AT THE EARLIEST POSSIBLE MOMENT

In the same class with "at an early date."

AT YOUR EARLIEST CONVENIENCE

Threadbare and hasn't the least flicker of life.

ATTACHED FIND

Attached *is*. He will find it.

ATTACHED HERETO

Why *hereto?* How could it be otherwise if attached?

AWAITING YOUR FURTHER ORDERS

A very weak way of asking for anything.

BEG

Let's be too proud to beg. We're not in that business. "God pity the beggar that begs to advise."

BY RETURN MAIL

Immediately or *at once* is stronger.

COMPLAINT

Harsh, disagreeable, don't use it at all.

CONTENTS CAREFULLY NOTED
DULY NOTED

Words that clutter up the meaning. They mean nothing.

ENCLOSED HEREWITH

If enclosed it must be herewith.

ENCLOSED YOU WILL FIND
ENCLOSED PLEASE FIND

Say *enclosed is*, and then arrange the enclosure so he doesn't need to hunt for it.

ESTEEMED FAVOR

A strained attempt at courtesy. Be natural, the same as in conversation.

Stereotyped formulas are fatal; they are relics of the past, they require no thought; they are commonplace and out-worn. Stereotyped formulas are NOT among the working tools of the effective letter writer.

EVEN DATE

Always give the date as it should be: June 10.

FAVOR

A letter is a letter, not a favor. Why not say what is really meant? Favor is a perfectly good word, but favor and letter are not interchangeable.

FOR YOUR INFORMATION WISH TO ADVISE

These words are never necessary.

HAND YOU

Sounds like the old familiar saying "hand you something."

HAS COME TO HAND

Why not answer in such a direct, businesslike manner that the reader will know you got his letter?

I HAVE BEFORE ME YOUR LETTER—HUM! HUM! AHEM!

Why all this flourish? Facts that are vital to him are what the reader wants. He doesn't care where you have his letter.

IN DUE COURSE

Be more specific.

IN REPLY WISH TO STATE THAT

Just go ahead and state it or say it. Omit this preliminary.

INST., PROX., ULT.

Indicate the month as *June*, *July*, *August*, etc.

KIND

Often used, as "*Your kind favor*," "*Your kind offer*." *Kind* is a good word when used in connection with an act of personal consideration, but not every letter is a "*kind favor*" nor is every order a "*kind order*."

Every letter sent out on Armco stationery should be worthy of the character, reputation, and tradition of Armco.

KINDLY

In the expression "*May I kindly ask you to furnish us with this information*," kindly indicates the manner of asking. Is your own act a kind act? Would you "unkindly" ask someone to furnish the information? Courtesy there must be always, but courtesy should never be strained. Consider this statement: "*May I ask that you kindly furnish us with this information.*"

OBLIGE

"*and oblige, Yours very truly*," is a weak ending. It is in the same class with the participial ending. It is antiquated.

OUR MR. HENDRICKS

Prefer Mr. Hendricks, our representative.

OUR RECORDS SHOW

Don't talk about records. Your reader wants information.

PLEASE BE ADVISED THAT

Observe that these words are wholly unnecessary.

PROPOSITION AND LINE

Business slang; they mean practically anything.

PERMIT ME TO SAY

Go ahead and say anything that is essential. That's your privilege.

RECENT DATE

Indefinite and worthless.

REFERRING TO THE MATTER
REGARDING YOUR COMMUNICATION OF
REFERRING TO YOUR FAVOR

An ineffective way to begin a statement. The writer isn't clear in his own mind about what he has to say.

Many people know Armco only through Armco letters. They judge us by our written messages. What shall their judgment be?

SAME (as pronoun)
Always wrong in expressions like: "*Same* was shipped yesterday." Use the exact word: *order*, *letter*, *telegram*, etc.

STATE (for say)
Too formal.

THANKING YOU IN ADVANCE
Such a thing is impossible. Furthermore, it is assuming that the other person will, of course, do what you ask. Such an expression is close to *discourtesy*.

THE WRITER WISHES TO SAY
Never use THE WRITER except in cold, formal writing where personality has no place. *THE WRITER* is a strained attempt to avoid personal reference. Again! BE NATURAL.

THE ABOVE SUBJECT COMPANY
UNDER THE ABOVE SUBJECT
If you have stated the subject of your letter, these expressions are circumlocutions.

THIS IS TO INFORM YOU THAT
An obvious statement.

THIS LETTER IS FOR THE PURPOSE OF ASKING THAT
Let your purpose be clear and unmistakable through the force and character of your writing.

TRUST THIS WILL BE SATISFACTORY
Sometimes used to smooth over a disagreeable situation, but it is weak and ineffective.

UNDER SEPARATE COVER
Generally not necessary. It is better always to tell in a natural way how anything is being sent—by mail, by parcel post, by express, etc.

UP TO THIS WRITING
Always apparent.

YOU CLAIM
YOU SAY
YOU STATE
Don't use these expressions. They imply doubt.

WE or I
When speaking of the action of the firm use "*we.*" When speaking of the writer's action, "*I*" is proper. Do not use *we* and *I* to refer to the same antecedent in the same letter.

WE SEE BY YOUR LETTER
WE TAKE PLEASURE IN SENDING YOU HEREWITH
WE WISH TO CALL YOUR ATTENTION TO THE FACT THAT
WE WISH TO INFORM YOU THAT
WE WISH TO NOTIFY YOU THAT
WE WOULD ADVISE
Mere palaver. A sure indication that the dictator is going through limbering up exercises and is not yet ready to think.

WISH TO SAY
WOULD ASK THAT
WOULD SAY THAT
WOULD STATE
Wordy, ineffective, and most unnatural.

YOUR LETTER RECEIVED
Just answer it; trust his common sense to tell him that you received it.

YOURS OF RECENT DATE TO HAND
Lifeless. Make the reader feel your presence on this end of the line.

There is only one solution to this question of commercial chestnuts. *Don't use them.* And that doesn't mean that you are going to impoverish your vocabulary. Rather will your stock of words become more alive, more effective, and richer by far; because in the place of these castaways there will come other words that will enrich your writing with flexibility—the ability to construct sentences that ring with virility.

Let the letter writer get a clear picture of his job; but don't let him be so self-conceited as to plank himself in the center of his picture.

THE COMPLETE PICTURE

If your letter influences the reader to do what you want him to do, and, at the same time, retains his good will, then, you have a 100 per cent letter. Careful inspection of letters that accomplish this end, shows conclusively that certain well-defined principles are followed out. What are they?

1 The subject matter is made interesting;

2 There is no monotonous recital of irrelevant detail;

3 The reader is made to see a vitalized picture of the product;

4 This mental picture creates a desire that induces positive, favorable action.
In other words, in your letter there must be:

1 A point of contact
2 An element of conviction
3 An element of persuasion
4 A clincher

How does the successful correspondent, step by step, develop or construct these different parts? He has but one stock in trade upon which to draw. And that is LANGUAGE. Language determines the dress of the letter, its effectiveness, its punch. Language is effective when you:

1 Use interesting, picture-building nouns and adjectives, and lively verbs full of action;

2 Avoid an over-use of short, expressionless words; but do not select certain words just because they are long. Discriminate between short words that are unusually forceful and long words that are unusually weak.

A judicious mixture of short words and long words gives a pleasing contrast;

3 Choose words familiar to the reader. The language of the farmer is different from the language of the engineer;

4 Never attempt to use words that are out of your reach. If you do you will strain for effect. Be natural;

5 Cultivate a critical attitude toward such grandiloquence as: very best, finest, good, greatest, and superior.

Stevenson learned to write by imitating good writers—"sedulous aping" he called it. Yet Stevenson was original, his style was his own. The "everlasting monkey in man" is a valuable trait if we know how to control it.

Words should be vital, vivid, powerful, specific. Let your aim be: THE RIGHT WORD IN THE RIGHT PLACE.

WORDS

THE WORKING TOOLS OF THE LETTER WRITER

Words are the letter writer's stock in trade. With words he skilfully draws his pictures, presents facts that imply other facts. Simple words are the best to use, because they are more widely understood. *Imply* is, generally speaking, a better word than *connote.* For the same reason *itinerary* is not so desirable as *route.*

Is and *are* are lively verbs. They are full of action. Some verbs are far stronger than others. Consider:

> "Armco Ingot Iron CUTS easily."
>
> and
>
> "Armco Ingot Iron sheet metal is so soft and pliable that the tinner's shears SNIP through the metal."

Adjectives are colorful words that intensify description. Pick adjectives with care. Notice the difference between:

> "Armco Dredge Pipe is built to stand hard use."
>
> and
>
> "Standing up under the terrific pounding of rocks and the ceaseless stream of gravel-grit that grinds away at the metal, this dredge pipe continues to give service."

Every one who wishes to use language effectively should study the value of words. Weigh them carefully. It was Disraeli who said, "With words we govern men."

The nearest subject to me is ME—that is not ego. And until you show that you are interested in ME and MY BUSINESS you need not expect ME to be interested in YOU and YOUR BUSINESS.

THE POINT OF CONTACT

The first paragraph of a letter, more than any other paragraph, requires originality and an intimate knowledge of the product. This first paragraph is a rifle shot, if rightly used. For this reason, successful letter writers will give special attention to the very first word and the first line of every opening paragraph.

Remember: The beginning paragraph is your point of contact. If the contact is weak, the letter is weak. If the contact is strong, the letter has a tremendous advantage. Here are some illustrations:

INEFFECTIVE:

a) Product emphasized: "Our sheet metal is the best on the market."

b) Concern emphasized: "Armco produces the best sheet metal known to the trade."

EFFECTIVE:

Needs and interest of the prospect emphasized: "You will get much longer service from your metal roofing if you use Armco Ingot Iron sheets, because this material is rust-resisting."

Ineffective beginnings have a negative influence on the mind of the reader. Effective beginnings have a positive influence.

NEGATIVE: We are surprised that you misunderstood our letter of the 10th. We surely tried to make matters clear.

POSITIVE: From your letter of the 15th we can clearly see just where the misunderstanding crept in, and we thank you for this opportunity to make our explanation.

NEGATIVE: We are compelled to refer your inquiry to our Pittsburgh office as you are in that territory.

POSITIVE: Our Pittsburgh office can take care of your requirements quickly and satisfactorily; consequently we referred to them your letter of October 27.

POSITIVE: Thank you for the complete report which you have given us. This will make it possible for us to tell just what the difficulty is.

POSITIVE: To help us straighten matters out, will you not check over the enclosed list of items?

He (Pliny the Elder) used to say that "no book was so bad but some good might be got out of it."

—PLINY THE YOUNGER

Practice good salesmanship: Forget the selling end, but emphasize the buying points.

CONVICTION

First, what is conviction? It is the result of proof. Proof is established by evidence. It follows then that conviction is established only when sufficient evidence has been presented to clear away all doubt from the mind of the reader.

Conviction is "brass tacks." Conviction follows the presentation of argument, evidence, and proof until the reader decides that your material is all that you say it is; that it is adapted to his use; that it has given satisfactory service in many parallel instances; that it is THE material which answers HIS needs.

There are two kinds of proof: direct and indirect.

Direct proof is based upon definite, concrete evidence which shows that your product actually "makes good" when measured by service given. Such proof would be official records of tests, or testimonials of satisfied users.

Indirect proof is a willingness to let the prospect take the product and test it himself. Indirect proof is consequently convincing.

Perhaps a word of warning is not amiss at this point. When using indirect proof, make sure of two things: that the product *will* stand the test; that the prospect *knows* definitely every detail necessary to make the test.

The other parts of a letter may be fairly weak, but if conviction is rightly used, the letter may "pull" fairly well. In order that the pull may actually exist, the correspondent should carefully make a list of every possible selling point; he should just as carefully make a list of every possible objection. He will then find certain objections that *must* be answered. From his list of selling points he selects

those that *meet* the objections. In other words, successful letter-writing implies a vigorous collection, much rejection, and then a careful application of facts.

* * *

"By using galvanized Armco Ingot Iron sheet metal roofing, you will secure the same satisfaction that many users enjoy. The enclosed folder will show you many Armco sheet metal roofs that have seen years of service and are still good for many more. Write to the names given. They will be glad to tell you about this rust-resisting metal."

To sing the same tune, as the saying is, is in everything cloying and offensive; but men are generally pleased with variety.

—PLUTARCH

Until you can show me that you are really interested in my affairs you need not expect me to consider your "proposition." But you will never make much headway until you quit your palavering about WE.

PERSUASION

What is persuasion? It is the YOU attitude effectively used. Persuasion brings vividly to the mind of THE READER, HIS BENEFIT, AND HIS ENJOYMENT that HE derives from the use of your product.

A letter may be so descriptive that the prospect knows just what the article looks like, how it is made, the materials used, and the grade of workmanship. He may even admit all you claim for the product, but if you fail to use persuasion, the prospect doesn't know the answer to his one vital question: "What has all that to do with me and my business?"

Persuasion may permeate the entire letter from the beginning to the end. After description there is generally one or two paragraphs that are purely persuasive.

* * *

"In selecting any product you ask yourself: 'What service shall I receive in return for my investment?' And you naturally have in mind the longest possible service. Here is where Armco Ingot Iron proves its worth because it lasts—it is rust-resisting."

* * *

"Why not consider your roofing material from the standpoint of a sound investment? Would it not be more economical?"

* * *

"In your own production Armco Ingot Iron will prove a wise choice, because its working qualities avoid loss from breakage. Then, too, Armco Ingot Iron products find a

ready consumer demand—Armco Ingot Iron is internationally advertised."

* * *

"You know the merits of Armco Ingot Iron. You know the remarkable results other users are getting. You know, too, that our advertising is your advertising. These are points of vital interest to the manufacturer who must prepare to market his product."

These things are not for the best, nor as I think they ought to be; but still they are better than that which is downright bad.

—PLAUTUS

Hit upon a man's self-interest and you have his attention; show how you can help him with his problems and you have a grip on his interest; prove it and you only need make it possible for him to act—and the job is done.

THE CLINCHER

Why discuss the clincher? Because it is the storage battery of your letter. When properly switched on, the current starts things. The reader gets into action—the action for which you planned your letter.

The clincher has a threefold function:

1 Summarize effectively the central selling point—the big idea.

"Armco Ingot Iron is internationally known. Call attention of your customers to the fact that Armco Ingot Iron is the base metal of your enamel ware. Then tell them WHY the enamel grips the base. Get them to realize that the original luster is there to stay."

"It pays them to specify Armco Ingot Iron. There is every reason to believe that it will pay you, too."

"Armco research facilities provide for Armco customers just the kind of information they would gather if they had the time and could spare their best men to make investigations."

2 Do your work so well that the prospect will find it easy to do what you want him to do.

"You need not bother to write a letter. Just write your check and send it in the enclosed stamped envelope."

"Sign and mail the enclosed card. We shall promptly send you an estimate."

"Tear out the coupon. Sign it and send it in. You will get complete information about Armco Iron on the farm."

3 Urge immediate action without using the chestnut: "do it now."

"Let's work together for good roads. Indicate on the enclosed card the size and length of culverts you need. Mr. Browning will then get in touch with you."

"Estimate your requirements now. You will then be sure of immediate shipment; and, when you are ready your material will be ready."

THE LAST FEW LINES OF YOUR LETTER ARE WORTH THE BEST THOUGHT YOU CAN GIVE THEM. TO GIVE THE ENDING LESS THAN YOUR BEST IS TO WEAKEN OR DESTROY THE WHOLE LETTER.

The man to whom you are writing may be a thousand or ten thousand miles away—that doesn't matter. See him; settle him in a chair on the opposite side of your desk—then talk with him.

Of what benefit is it to write a letter that is so hazy that the reader is left in doubt or absolute confusion?

CLEARNESS

Clearness means that the writer has taken *the reader's point of view* and has kept him in mind throughout the letter. The message must be instantly clear to the reader. The reader should not find it necessary to study the thought of the writer. Clearness is obtained by clear thinking and proper technique. If the writer plans his letter and arranges his information in logical sequence, he will be quite sure of being understood. Failure to think clearly and to plan carefully is the cause of vagueness and misunderstanding. The reader, and not the writer, is the sole judge of the quality of clearness. The writer's motto, therefore, should be: *Consider the reader first.*

NOT CLEAR AT A GLANCE:

Your telegram of June 14 came this morning telling us that the samples have not yet come. The samples left our factory on the 11th and should have been delivered to you on the 14th without fail. We have today taken the matter up with the express company and asked them to trace and show delivery. In the meantime if you do not receive them within the next day or two please notify us again, so that we may follow up the shipment closely with the help of the local agent.

CLEAR AT A GLANCE:

Immediately on receipt of your telegram of June 14, which came this morning, we began to trace the missing samples of enameling sheets.

The samples left our factory on the 11th, and should have been delivered to you on the 14th without fail. We have asked the express company to trace the shipment immediately.

If you do not receive the samples within a day or two please let us know, and we will start another shipment. We know you will like this material and we are anxious to get it to you.

Hew to a straight line. Say all that is necessary. Be done.

CONCISENESS

Conciseness means saying all that should be said and saying it in the *fewest words possible.* Conciseness is closely related to brevity, but conciseness is never so brief that it omits important information and makes a second letter necessary. A business man does not have time to read long letters when short ones would effectively answer the purpose. Wordiness ruins the opportunity of many letters, because it gives the reader the impression that the writer did not plan his letter before writing; consequently the writer is judged to be illogical. Conciseness does not approach the point where a letter becomes curt, sharp, or snappish, but it does conserve the reader's time and leaves a lasting impression that the writer is businesslike and courteous.

INCORRECT:

> Yours of the 12th received advising return of six defective sheets. Enclosed find credit memo to cover same.

BETTER:

> We thank you for returning to us the six defective sheets mentioned in your letter of the 12th. With this letter is a credit memorandum for $?, the value of the material plus the freight, which you paid.

I care not how important the thought you have expressed nor how well you have expressed it, if you do not make it easy for me to understand, I can not attune my mind to yours.

CONNECTION: WORDS AND PHRASES

Many writers know only two connectives: "and" and "but." No matter what relation they wish to express they string one thought after another by using "and" and "but." Such writing is not only amateurish, but also wearying to the highest degree.

FORM CLOSE CONNECTION:

INFERIOR: He wished to examine the grain structure of the metal then being used in this forming operation. He began to adjust the microscope in order to do this.

BETTER: Change second sentence to begin with "In order to do this," etc.

Place key words at the beginning of the new division. Suppose you have discussed the faults of some metal, and you now propose the remedy. Show the reader the new division by using the key word:

"The *remedy* is, we believe," etc.

"Echo" words are very effective. This plan repeats a word that was used near the end of the preceding paragraph. Assume that "*management*" was used in the close of the paragraph. In the first line of the next paragraph then write:

"Just as *management* is essential to well-organized industry, so is co-operation essential to the attainment of maximum production."

Be sure the pronouns *he, it, they,* refer unmistakably to a noun.

Lack of proper connection between a statement and a contradiction of it is likely to cause incoherence.

INCOHERENT: "Some people think rust-resisting means rust-proof. Rust-resistance retards the rate of corrosion and gives to the metal a longer life."

COHERENT: "Some people think rust-resisting means rust-proof. *This is not the case.* Rust-resisting means that the rate of corrosion is retarded and a longer period of service is the result."

Throughout this booklet, principles essential to unity, emphasis, and coherence are discussed and illustrated. On this page, connection as a means of securing coherence is discussed, because it is through coherence that one sentence leads naturally to another and the preceding paragraph merges into the next.

Coherence is secured by placing guideposts throughout the article. These guideposts are connecting words and phrases.

Become familiar with the following list of connectives; then choose the connective that shows the precise relation between ideas.

ADDITION: and, also, besides, moreover, furthermore, again, too, then too, next.

SERIES: first, secondly, thirdly, next in order, then followed.

COMPARISON: similarly, likewise, equally important, more effective, quite as necessary.

CONTRAST: but, yet, although, rather, nevertheless, however, in contrast to, in spite of, notwithstanding, on the contrary, on the other hand, otherwise.

RESULT: accordingly, thereupon, thus, consequently, therefore, hence, so, as a result, as a consequence, under the conditions, under the circumstances.

PARTICULARIZATION: for example, for instance, in particular.

AFTER A DIGRESSION: well, now, to resume, to return to the main subject.

CONTRADICTION: such is not the case, the facts in the case prove differently.

CORRELATIVES USED IN PAIRS

either	or
neither	nor
both	and
not only	but
the former	the latter

Success rarely comes to the singer who can sing but one song, the speaker who has but one speech, or the correspondent who has but one letter form.

VARIETY

Variety is the spice of writing. It is variety that gives to writing the quality that causes the reader to enjoy reading. Variety avoids monotony. A letter that has a similarity of construction throughout becomes tiring. Letters should be carefully scanned so that the writer may guard against repeating constructions that take the attention of the reader away from the message.

Some of the most serious violations of variety are:

a The frequent beginning with *after, now, this, these, there is, there are.*

"*After* your order was received it was promptly scheduled to be rolled. *After* that you asked to have some changes made. *After* giving this matter careful consideration," etc.

b Frequent use of compound sentences with two members of equal length joined by *and* or *but.*

"They requested that the material be shipped at once, *and* I informed them that we would do so. The order was shipped on December 20, *and* they now ask us to delay making shipment. We have fulfilled our instructions, *and* we feel they should accept the material."

REVISION: "Although they requested that the order be held, this could not be done because shipment had already been made. Since we shipped the material on the date specified we feel that the order should be accepted."

Generally, do not join two consecutive statements by using consecutive *and's* or *but's.*

c Habitual use of *so* as a connective.

"The sheets are treated by a special process *so* the strains are taken out, *so* the metal will stand the forming operations."

REVISION: "Inasmuch as all strains are eliminated by special heat treatment, this material will stand severe forming operations."

IMAGINATION

"I pictured that letter making its way into the humble homes all over the country; I could see it carried from town by the father of the family; I watched the members of the family bending over it after supper by the light of the kerosene lamp. That picture had been with me when I wrote the letter, and therefore I had tried to write as informally and sincerely as though I were present in each home, talking and answering the questions of the occupants." (*From an article contributed anonymously to the "American Magazine" by the head of a big American concern.*)

Give variety to your sentences and it matters not how much you may write, there is a probability that every word will be read.

SENTENCE VARIETY

In speech, we continually string our sentences together by using such loose connectives as *and*, *but*, *for*, and *so*. Such practice carried over to writing gives a disorganized, choppy effect.

There are three types of sentences: loose, periodic, and balanced.

The loose sentence is overused by most writers, because it is the easiest form to use. In it, the subject and its modifiers come first; the predicate and its modifiers, next. *The loose sentence may be closed before the end and still make sense.* To secure emphasis, do not use the loose sentence.

> LOOSE: "He decided to take more material after I had made out the order, so that I was obliged to re-enter the entire order."

This sentence may be closed after *material* or the first-used *order* and still make sense.

The periodic sentence suspends the meaning until the end is reached. It is used less frequently. It is not the natural construction; therefore it is more emphatic.

> PERIODIC: "After I had made out the order, he decided to buy more material."
>
> "From whatever point of view actual service is judged, Armco Ingot Iron meets the requirements."

Because the periodic sentence is slightly artificial, *it should not be used too frequently*, but an ability to use periodic construction will add variety and force when variety and force are needed.

Balanced sentences are similar in construction, but generally contrasted in meaning. They are catchy and easily impressed upon the mind. *They should be used with caution.*

BALANCED: "If it isn't Armco Ingot Iron, it isn't rust-resisting."

"The purer the base metal, the better the coating."

A change from natural to inverted order will secure variety.

NATURAL: "We agree to this suggestion."
INVERTED: "To this suggestion, we agree."

In default of personal acquaintance, a man—particularly a young man with his reputation yet to make—is likely to be judged by his official letters. From the style of these, his correspondents infer the quality of his mind and the order of his method. The ability to write a terse report, to state facts plainly, and to convey information intelligibly wins instant respect for him and opens the door to wider opportunity. An agreeable and capable writer makes friends—even clients—of his readers. To be known honorably is capital.

Rickard—Technical Writing

Of what value is a main point if you do not warn your reader that what you are about to say is important, so he can make the necessary mental adjustment and consider your point?

TRANSITION

In the last few pages an effort was made to point out some of the chief faults of construction. While much information was given, the ambitious writer can profit by an intensive study of Unity, Emphasis, and Coherence. These qualities apply equally to the sentence, the paragraph, and the whole composition.

Remember what was said about variety. Don't overwork any one method of construction. For the purpose of connection, we have seen the all too frequent *now*.

Don't make a flying leap from one division to another. You may be able to make the jump, but—REMEMBER THE READER. You must get him across without any perceptible jar. For this purpose, use the transitional sentence.

> After the detailed description of the rigid analysis of the raw products that go into Armco Ingot Iron, it remains to be seen how thorough analysis affects the finished product.
>
> So much for the uniformity of Armco products. Let us see how uniformity is a source of actual money-saving to the manufacturer.
>
> Now let us take this from a different angle.

Parallel construction for parallel ideas is an effective construction:

> If a man should call on you and tell you that your manufacturing cost is too high—
>
> If he should prove to you that your percentage of loss from the poor working qualities of material is too high—
>
> If he should show you how to reduce this waste so that you could more than meet competition—

Some letters are never written to be read and enjoyed. If they were, the sentences and paragraphs would be shorter. No wonder the business man's prayer is: Make 'em brief!

PARAGRAPH DEVELOPMENT

In developing a paragraph keep in mind the first essential: MAKE IT EASY TO READ. In other words, write short paragraphs. But do not standardize on paragraphs of a definite length. Usually, do not have more than six lines in the longest paragraph. From a single line up to six lines, vary the length, but don't overdo the single sentence paragraph.

Easy reading means easy assimilation of thought—the reader can follow you—he can "get you." Solid, unbroken reading-matter of 500 words causes mind fatigue. This statement is no supposition; it has been proved. Try it for yourself.

Each paragraph should deal completely with a *single* topic—THAT'S UNITY.

Each paragraph should be short and to the point; it should make the reader *see* that which is important—THAT'S EMPHASIS.

Each paragraph should grow out of the preceding paragraph and into the following paragraph. Furthermore, the reader must see the signposts that point the way—THAT'S COHERENCE.

The following paragraph has unity, emphasis, and coherence. Notice the use of repetition and climax.

> Quality and Service appeal to everybody. The prospect won't always tell you so, but he is interested. Quality and Service will get his ear when he would otherwise turn you away. Quality and Service turn indifference into respect, swing the deal, and bring repeat orders.

To prevent rambling you should see the ending of a sentence before you begin to write. Likewise, in handling the larger unit, the paragraph, you should think in terms of a complete paragraph.

To write well-rounded, clear, and concise paragraphs, you must cultivate the habit of clear and concise thinking. In other words, you must PLAN YOUR LETTER.

Thinking in paragraphs can be done if you realize that each paragraph is a unit in thought development; that is, each paragraph contains a *core*. The *core* of the paragraph is usually stated in a topic sentence. It then remains for the writer to expand the topic sentence by writing other sentences in proper sequence. When the *core* is completely developed, the paragraph is the result.

> Armco Ingot Iron is the sheet metal that will give long and satisfactory service. Wherever metal may crack during forming operations; wherever rust must be combated; wherever solid welds are needed, Armco Ingot Iron is the metal to use.

In the preceding paragraph the topic sentence is used. Emphasis is secured by placing important ideas in the most emphatic positions—the beginning and the ending. Parallel ideas are expressed in parallel construction. Unity may be tested by summing up the paragraph in one sentence: "Armco Ingot Iron will meet requirements that are unusual."

Is there any earthly reason for "I have the honor to inform you"? And why is it that some people will literally "beg to state" something that has already been asked of them? Progressive business men are sick and tired of begging letters.

BEGIN PROMPTLY

Above everything else, remember three words: CONSIDER THE READER. You will then write in the very first line something of interest to him. Begin promptly. Clear the deck for action as you do when you use the telephone. Avoid verbosity. "We have your letter of April 10 and have carefully noted contents," accomplishes nothing.

Why use the most important part of your letter, the very first line, to tell a man that "We have your letter"? Go ahead and give him an answer; give him information and give it straight. Your answer is positive proof that you have his letter.

"Cut it short and give us facts" is the silent prayer of the business man.

Liven up the beginning. In sales letters state a fact, a supposition, or ask a question. This plan gives variety to your writing. Consider the use of a question. Nothing puts a man on the alert more than a direct question aimed at him. In a business interview, questions and answers predominate; yet many correspondents abandon the question.

Beginnings may be negative, neutral, or positive. Make them positive.

> NEGATIVE: Your letter of the 14th inst. has been received and contents duly noted. The matters referred to have been given our careful attention.
>
> NEUTRAL: We have received your letter of February 10th. The order was shipped yesterday.
>
> POSITIVE: We are glad to assure you that your order referred to in your letter of February 10 was shipped yesterday.

Enthusiasm is a personal force; it emanates from one's own unlimited belief in his firm and product; it is the dynamic power that energizes humanity and gets things done.

GETTING UNDER WAY

There are two emphatic positions in each letter: the beginning and the ending. These two parts may well receive special attention; for, the beginning must obtain that all essential element—*interest*—while the ending must bring to a cumulative effect all the elements such as interest, desire, proof, conviction, and decision. The ending must accomplish the task of putting across all that has been written; it must get positive favorable action.

The beginning of a letter should accomplish an important part of the purpose of the letter. Just what it should accomplish depends on the kind of letter that is being written. When you begin a letter, pick something for the opening sentence that will attract the reader's attention and interest him. In other words, put the reader in the letter right at the beginning. You will accomplish this by beginning in a direct and interesting manner and by eliminating wordy and tiresome expressions.

It may be necessary to refer to previous related correspondence. If so, give the reference in an *unobtrusive* manner. Preferably, do not use the first sentence for this purpose, but move right along to the real meat in the message. The first sentence, being the first to catch the reader's eye, is in the most emphatic position. If this position is stuffed with needless words, the writer loses a great chance. A long-drawn-out approach is always ineffective. Time is valuable and a business man should not find it necessary to read many lines before arriving at the real information.

Study the two illustrations of an opening paragraph and pick out the strong points.

AWKWARD AND WORDY:

We have your appeal for information regarding your order for nine gage Galvanized Iron, and beg to advise that

Dig for the facts. Dig deep. Remember that all the vital facts are none too many for the man who is interested in your product.

we have investigated the situation and found the same cannot be accepted since our mills cannot handle anything so heavy.

REVISION:

Our mills cannot handle anything so heavy as nine gage galvanized iron; consequently we regret to tell you that your order cannot be accepted.

POINT OF CONTACT

"Get your reader safely past the first six words and his attention is yours," is the way one successful business man expresses the importance of the opening sentence. The opening sentence stimulates or stuns the reader's interest. To turn attention to vital personal interest, a bad start must be avoided, and a direct connecting link must be found so that the reader feels a strong impulse to read on. This connecting link is *his self-interest.*

There are two classes to consider when answering a letter: the inquiry which assures interest, and the unsolicited letter that does not assure your letter any special attention. The inquiry definitely states the reader's interest, and you have only to recognize it; but the unsolicited letter must be planned in order to hit quickly upon a point of vital interest. Consider the following:

> "We are in receipt of your recent inquiry regarding Armco Ingot Iron for milk cans. We take pleasure in forwarding you, under separate cover, one of our booklets, "Who's Who in Armco." This booklet shows the many users of Armco Ingot Iron. We also enclose herewith other literature pertaining to the many qualities of Armco Ingot Iron for manufacturing purposes."

The foregoing is weak; it talks in a circle; it is stilted, hackneyed; it is off the subject—it establishes no point of contact.

It's all right to lose your temper—to get downright mad; and it's all right to dash off a letter that will sizzle his eyebrows, but be wise enough to mail it in the waste basket.

Is this any better? Would it cause the reader to read on? Does it hit *his self-interest?*

> "Milk cans made of Armco Ingot Iron, about which you inquired in your letter of February 1, will stand rough handling, resist rust, and give that long-lasting service which keeps replacement expense at a minimum."

WHEN YOU MUST REFUSE

Along with your morning's mail which brings you many letters, each of which presents an entirely different problem, there comes one, the answer to which requires considerable extra consideration and planning. It is the answer which must refuse something that is greatly needed.

Remember that the reader must always be kept in a favorable frame of mind; therefore, it is well to approach cautiously the part of the letter that is unpleasant. It is a good plan to use your message to cover up any unpleasantness.

As an illustration, take a letter which must tell a customer that we can not accept his order. Fix in mind the fact that your letter is not going to be pleasant reading at the best.

The wrong way of beginning such a letter is to make a short crisp refusal somewhat as follows:

"We cannot accept your order No. 30,567. Requests for material are more numerous than we are able to meet, and we are only supplying those old customers who have been buying from us for some time."

A better way would be to picture conditions which show the impossibility of accepting more orders, express regret on account of the circumstances, and then make the refusal.

A courteous and sincere bid for future orders should be woven into the letter.

Does this illustration follow such a plan:

> "For some time we have received orders which far exceed our output, and with all our mills working up to capacity, we have not been able to furnish as much material to some of our old customers as they have wanted.
>
> "Naturally we regret this condition which makes it impossible for us to accept your order. To accept it would be an injustice to you because we could not meet the delivery obligation."

COMPLAINT LETTER

When a complaint letter comes to your desk, there comes a problem that is full of possibilities for good or evil. A situation which requires special consideration must be met. To meet this situation best requires analysis, sympathy, courtesy, tact, and diplomacy—*good judgment.*

Let us consider the word complaint. It has a disagreeable sound; it is a near relative of "knocker." Complaint should not be used as a reference to the communication; complaint should have no place in the answer. No one should be told that he has made a complaint.

Another expression which is frequently used in letters of this type is *you state, you say,* or *you claim.* In the clause, "The material which you say arrived in bad condition," there is an implication that the writer does not believe the statement. Is it any better to say: "The material which you report as being in bad condition," or "The material which you report as not being suitable for your requirements"? Such expressions as *state, say,* or *claim* suggest doubt.

A complaint requires an adjustment. A concession must be made or refused. The big job is to settle the trouble, but keep the customer.

Unnoted trifles and unknown impressions often decide the issue. Insipid, slovenly dressed letters are repellent to keen buyers. The neat and unobtrusive message is a welcome relief.

If the concession is made, it must be done cheerfully even though it hurts, and it must be done early in the letter—the opening paragraph. If there is any attempt to strengthen your case, you cannot do it unless the reader is in a favorable state of mind. Withholding that which is to be his doesn't help, and it doesn't help the case to give unwillingly.

If there is a refusal, the problem reaches the limit of difficulty. Would it be more tactful to reverse the order and place the refusal near the end of the letter and then add some touch of pleasantness to leave the reader in a favorable frame of mind? This gives an opportunity to state your case in such a way that you show the justice and reasonableness of your action. Generally such a problem would follow a plan similar to the following:

1 Decision

2 Action

- a State facts in the case
- b Tell what has been done
- c Conciliate
- d Bid for continuation of business

THE UNSOLICITED LETTER

At least 90 per cent of the letters written in business go to customers on ordinary subjects: to present claims, to pay bills, to explain, to adjust, to acknowledge, and to record. For most letters written to sell goods or collect money, attention is assured.

But it becomes necessary to plan—and carefully plan—for the 10 per cent of letters which are sent upon an unsolicited errand. They must drive an opening wedge; they must GO and GRIP and GET ATTENTION.

It is easy to attract attention but difficult to hold it. To be valuable, attention must grow into interest and desire.

Know yourself, know your product, know something about competitive products; have confidence, enthusiasm; you will then present facts in a direct, convincing manner that grips attention and gets results.

A clown can draw attention, but it is momentary. An elephant walks down the street and gets plenty of attention; but who wants an elephant?

Merely to attract attention, then, isn't so troublesome. But to go back to the letter which doesn't have the way paved for its reception, and build an attention-getting-element which will be lasting—that is another question.

The correspondent must hit upon something of vital interest to the reader. The very first sentence must strike with a force that will open wide the reader's mind to receive the entire message. The opening can best be made by using a construction which will pull up pictures in the mind of the reader and cause him to SEE that your letter is of value to HIM.

Let us take as an example, a stove manufacturer who is making his stoves of steel sheets instead of Armco Ingot Iron sheets. The stove is an enameled product. Let us assume that the manufacturer has never had the merits of Armco Ingot Iron brought to his attention—he knows nothing of the product.

How is this for an opening paragraph?

> "When manufacturing stoves, why worry about cull sheets?"

Then comes the connecting link which definitely hooks up with his business:

> "When steel sheets are used in the manufacture of enameled parts for stoves, the loss from culls is from 15 to 25 per cent of the sheet material; but Armco Ingot Iron enameling stock cuts the loss from culls to approximately one per cent.

Now, would the reader be likely to listen to your argument?

Personality is what distinguishes one man among the thousands—the magnet that makes the business man grip your letter while others are chucked into the waste basket.

YOUR DESTINATION

You now realize the tremendous importance of a forceful beginning; but do you realize that the momentum you worked so hard to secure may be completely neutralized if you do not close your letter in a forceful manner?

Know, then, your destination. Be conscious of the fact that you have "arrived." In this respect thousands and even millions of correspondents are in total ignorance. They write letters that are direct, forceful, action-getters; and then at the last moment they neutralize the good effects by tacking on a meaningless, stereotyped, wooden expression that is as awkward and clumsy as a school boy, who, at the end of his declamation, falls all over himself.

A good rule to follow is: Say it; then hang up the receiver. But quite in contrast to such a simple way, how many endings of the following type have you seen?

> Hoping to hear from you at an early date and assuring you of our earnest desire to serve you in any way possible, we beg to remain, Yours very truly;
>
> Thanking you for your patronage and assuring you of our early attention, we are;
>
> Trusting that you will now see the fairness of our position, and that you will fully realize these conditions were entirely beyond our control and send us your check at an early date to cover the balance, we are as ever;
>
> Hoping that your check may come to hand by return mail, we are;
>
> Assuring you of our esteemed appreciation of your valued order, we are.

Do you wish further examples? Examine the letters now on your desk and you will find any number of anti-

climactic endings. But the successful letter writer knows better. Instead of using such weak-kneed, energy-minus, age-worn endings the writer of effective letters will give special attention to his last few lines; he will use a direct statement having a subject and a verb of action the same as any other effective statement:

> Just slip your check into the envelope that is already stamped and addressed; the matter will then be closed.
>
> Why not order a few sheets so you can learn at first hand the working qualities of Armco Ingot Iron?
>
> Whenever you are in need of our assistance, just drop us a line.
>
> Simply indicate the dimensions of your roof on the enclosed stamped card; then mail it today. Your order can be filled immediately.

And now look at this:

> Having everything in immediate readiness to schedule your order as soon as it is received, and thanking you for your kind inquiry, we trust that you will before long see your way clear to place an initial order with us, which shall have our very best attention we assure you.....

Which reminds one of Alice in Wonderland.

Write the last few lines of your letter just the same as you would say the words if you were talking to your man in face-to-face fashion. Effective writing is the means of transporting effective speech. See that your vehicle of transportation is in trim.

> *When I'm getting ready for an argument with a man I spend one-third of my time thinking about myself and what I'm going to say, and two-thirds thinking about him and what he is going to say.*
>
> —*Abraham Lincoln*

Cheerfulness is as contagious as smallpox—and more so. Write cheerful letters; throw in a smile or two—a genuine handclasp now and then. The business world has been burdened too long with dyspeptic grumps.

TACT

What is tact? It is nice discernment of the best course of action under given conditions; peculiar ability to deal with others without giving offense. That's according to the dictionary.

It's not so difficult to tell what tact is, but to put it into actual practice is the real problem. There is no thrill nor exhilaration when you face the task of telling some one that something has gone wrong. For this reason here is where tact comes in with a forward look, not backward. No time is spent lamenting the fact that things haven't turned out just as you expected. Rather should the correspondent show that he is ready and willing to help straighten things out to the satisfaction of all.

Just so long as human beings remain human there will be a mistake now and then. In such instances the sting is eliminated by one who displays tact.

TACTLESS:

> Just a glance at our bill is enough to reveal the fact that we grant cash discount only when payment is made within 30 days after the bill is rendered. Your check, received this morning, is now 15 days past due. For this reason you have no right to the $75 deducted as discount. We have credited your account for the $675 remitted and ask that you immediately send us $75 to close the account.
>
> (No doubt the account would be closed all right.)

WITH TACT:

> Many thanks for the $675 which came in this morning.
>
> It is evident that you are not quite clear as to the matter of cash discount, which is allowed on

bills paid within 30 days after the invoice is rendered. Since your payment is 15 days overdue we have passed the $675 to your credit, leaving a balance of $75, the amount deducted as discount. We feel sure, however, that you will now gladly send us your check for this balance.

You realize that only by the practice of prompt payment are we able to discount our own bills and pass on to our customers the benefit of the lowest possible price. Then, too, we treat all customers alike by maintaining our plan of settlement. Cash discount is really a desirable saving; and in the future you will, no doubt, get much benefit by taking advantage of this economy.

Practically every written communication offers a real opportunity for the writer to display some degree of tact. Take the seemingly simple problem of acknowledging a very modest order. It is just such cases that the writer should seize upon as his lucky chance to turn the spot light upon future orders of sizable proportions. Yet, in some lines of business the element of sales talk is sadly missing; not always does the reader feel in a friendly sort of way: "That's the firm for me to deal with."

Although it is possible to acknowledge an order in a line or two, rarely, if ever, is it good tact to do so. Especially with a new customer should the correspondent write an acknowledgment that is above the ordinary routine. In such a case the "welcome addition" to the ever growing list of satisfied customers, an assurance of SERVICE on our part, a display of interest in the customer's business, and other features of your letter, go a long way toward cementing friendship and good will.

ONE WAY OF DOING IT:

We are in receipt of your valued order of September 1. We beg to state in reply that same will be shipped on September 6.

Thanking you for this kind favor, we beg to remain.

ANOTHER WAY—NOT THE BEST, BUT BETTER:

> Your order of September 1 came in just today and we thank you for it.
>
> The 500 sheets of 20 gage, 12 x 96, will be shipped on September 6 over the Big Four.
>
> We have taken every precaution to see that this material is well crated and accurately marked so that it should reach you promptly. Please notify us if it does not arrive on time and in the best of condition.
>
> It is indeed gratifying to us, and I know it must be to you, to learn that your business prospects are becoming brighter from day to day. There can be no question that a quality product, such as you are placing upon the market, will find a growing demand.
>
> We want you to feel that, as manufacturers of your sheet metal, we shall be glad to help you in any way possible.

An important principle in letter-writing is: *Put yourself in the other fellow's place before you attempt to write.* If we learn to "other" ourselves, we shall avoid saying some things that may prove to be irritating bombshells dropped upon the sensitive nature of some readers.

This principle of putting yourself in the other fellow's place will work in your favor in controversial cases, but you should reverse the principle and put the reader in your place.

Let us suppose that some one asks for a concession that must be refused. Here is a chance to use plenty of "Reason Why" to justify your stand. Use such argument and explanation that the reader must admit, if at all fair, that you are right.

Here is the refusal of a rather insistent request for an extension of payment. Let us assume that the request is based upon a delayed shipment during the period of extreme car shortage.

From day to day the car shortage has become increasingly serious until, like every other manufacturer, we are obliged to load to capacity every car leaving our plant. Although this is not a restriction laid down by the railroads, there is nothing for the shipper to do other than to cooperate in every way possible to increase shipping space.

To the manufacturer who is receiving shipments in less than carload lots, double loading has, in some instances, caused delays. Our traffic department traces these shipments and does everything possible to eliminate all avoidable delays. We try to keep our customers' materials moving.

It may appear to you that a large firm should readily grant requests for extended payment whenever a shipment is delayed, and we wish it were possible for us to accommodate our friends and customers in such a matter as this; but when you stop to think of the cumulative burden of such an undertaking, you can easily see how impossible it would be for us to carry the entire load.

All our material is sold f. o. b. Middletown, and, while we greatly regret delays in transit, for us to make an exception in terms in your case would obligate us to grant the same privilege to others. This we have not seen our way clear to do. We have been obliged to refuse several similar requests.

Will you, therefore, kindly pass our invoice for payment as agreed.

Perhaps adjustment letters call for a greater degree of tact than any other type of business letters. Adjustments may be divided into five general classes:

1 Firm at fault, claim granted;
2 Customer at fault, claim granted;
3 Customer at fault, claim refused;

4 Fault undetermined, investigation necessary;
5 Fault undetermined, claim granted without investigation.

But in any case your big problem is exactly the same: to re-build confidence in the product, and to re-gain and re-inforce goodwill.

In adjustment letters positive qualities—not negative—count. Emphasize what you can and will do rather than what you can not and will not do.

Be courteous always, be fair, be open-minded, look at things from the other side—then take such action as you know to be right.

A good plan is:

1 Opening sentence: Get in harmony with the customer on some point; agree with him in something; that he is disappointed; that his situation must be trying. Bring him closer to you by being courteous and sympathetic.
2 Tell what action you intend to take: whether claim is granted in whole or in part, refused, or to be investigated.
3 Tell WHY you are taking such action.
4 Close your letter with some re-assuring statement that shows you still have the customer's interests at heart.

In some cases it is advisable to explain the circumstances before telling what definite action you intend to take. This is especially true whenever the customer is at fault, because you then lead him to see his error.

Whenever the adjustment is explained in figures, arrange the figures so clearly and logically that the reader can see just where the error crept in.

Here are some suggestive applications of the four points to keep in mind when writing adjustment letters.

1 SOUND THE KEYNOTE OF HARMONY:
a "We are glad you notified us promptly that some of your sheets were damaged in transit.

It gives us a chance to clear up the difficulty without delay."

b "We don't blame you for feeling disappointed over the delay you have experienced, etc."

c "We thank you for the samples returned to us on October 1. These make it possible for us to determine quickly just what the difficulty may be."

2 TELL WHAT YOU CAN DO, WILL DO, OR HAVE DONE:

a "We have entered a re-place order for the 50 sheets. These will be sent not later than Monday of next week."

3 TELL WHY YOU ARE DOING SO:

"No doubt the error was made by one of the inspectors in the shipping department. We try to use every safeguard to prevent such an occurrence, but, try as we do, there will be a slip-up once in a great while. Whenever such is the case, we are always glad to make things right as quickly as possible."

4 RE-ASSURANCE:

"We are mighty sorry this happened, and in the future we shall do everything within our power to see that things are just as you want them."

Many instances may arise which require some sort of adjustment. Loss in transit, shortage, material not satisfactory, mistake in filling order, delayed orders, and material damaged in transit constitute the chief sources of annoyance that must be ironed out.

Whether you believe the complaint to be real or imaginary, you should deal with the situation confidently and firmly, and with a full realization that all complaints or adjustments are, in truth, genuine assets to your firm if handled in a tactful manner.

For this reason, you should *never* use such expressions as, '*your complaint*,' '*you claim*,' '*you say*,' '*you state*,' '*will never happen again*,' because these words contain harshness, doubt, and suspicion.

If you talk to a technically trained man you have a right to use technical language; but if you use technical lingo on the layman, don't get peevish because he shoots your letter into the waste basket.

POSITIVE APPEAL

To influence the reader, the positive appeal is stronger than the negative, because in using the positive appeal we present our statements in such a manner that they have a pleasing effect upon the reader. In other words, picture to the reader those benefits and pleasures he will derive from the use of our product—benefits and pleasures which are most likely to be regarded by him as highly desirable.

Consider the strong negative suggestion in: "Our material is not brittle, wavy, and full of scale like some sheet metal." Is it any better to say: "Our material is extremely pliable, which makes it especially desirable for severe forming operations. Moreover, the surface is level, which fact makes Armco Ingot Iron a popular metal for punch work."

Suppose you say: "I am sure, Mr. Allen, that you will have no cause for dissatisfaction in placing your orders with us." Don't you think Mr. Allen would start to wonder whether he would be satisfied? Let's say the same thing in a positive way: "I am sure, Mr. Allen, that you will be entirely satisfied with the prompt service that we are able to give you." Which statement is more forceful?

One of the most important principles in letter-writing is: Whenever you want the reader to take some action, make it just as easy as possible for the reader to take action. That's why the collection man uses a stamped addressed envelope; that's why the salesman uses a return card that needs only to be checked; that's why the man who wants the reader to ask for some printed matter encloses a return postal card; that's why successful letter writers use the positive appeal and avoid the negative, and—

> "Just sign the enclosed card and drop it into the mail" is far better than "Just sign the enclosed card and drop it into the mail. Don't delay."

Make your description so vivid that the reader SEES your article, its advantages, his benefit, his gain, his satisfaction.

USE "REASON WHY"

In selling an article that costs relatively little, exhortation or persistent urging such as "do it now," "obey that impulse," "get this before it is gone" will frequently cause the reader to act. Such is not the case, however, when the article runs into money.

The outlay of considerable cash is always preceded by serious deliberation. For this reason, we must pack our letters full of Reason Why, which never becomes combative, but is always persuasive and logical.

Reason Why is a slow process. It is long circuit, but it gets results.

To be used effectively enough to cause the reader to buy our product, Reason Why must cause the reader to:

1 Recognize a real need
2 See that our product will supply that need
3 Be convinced of the superiority of our product over competitive products
4 Make a favorable decision

The foregoing points simply bear out the statement that concrete facts, specific information, must always be used to get the reader to make a decision to use our material.

The business man appreciates "brass tacks." "Get down to business," and "produce the evidence" are familiar to every one. And it is right here that Reason Why gets in its work, because it is based on evidence. But what is evidence? The answer is:

1 Tests—service and simple chemical tests
2 Testimony
3 Facts and figures

Evidence that grows out of the reader's experience is especially valuable, and often helps to make the sale. Simple tests that the reader can make are convincing. Testimony from disinterested persons is a very valuable influence.

THE CENTRAL SELLING POINT

Every good letter has a central selling point. Every line is then skilfully woven around this central point until it sticks out. It won't let the reader get by. Material, workmanship, durability, reliability, economy, service, and price—these are the points that appeal to your reader.

Here is a letter that appeals to economy. Notice, too, the touch of interest added by talking in language familiar to the rural population: toll, gate-keeper, tax, levy, market, hauling, etc.

> There's a lot of talk the country over about making every road a good road. The old toll gate that halted every traveler and made him dig down for the gate-keeper has gone out of existence. But the toll system still makes its levy just as effectively, only in a less painful sleight-of-hand fashion.
>
> In fact the gate-keeper took from you a great deal less tribute than you are now paying to public highways that are impassable. Time is money. And the time you lose between your farm and market is valuable. Indeed you still 'dig' and every 'dig' must come from only one source—your profits.
>
> Time lost on impassable or barely tolerable highways is not only a tax on profits but also a tax on land because such highways keep down the price on every acre you own.
>
> Many farmers in Coles and adjoining counties got together and decided to stop this burdensome tax. They improved the roadways, and now they enjoy first-class hauling—and, too, the price of land has gone up.
>
> To improve the roads, they put in Armco Ingot Iron Culverts, so that the drainage question would be out of the way. It's the water that turns highways into quagmires.

They used Armco Ingot Iron culverts because they last longer—they're rust-resisting. Then, too, they are so easy to put in place. Any kind of labor can set an Armco culvert.

Let's work together on this good roads question. Just fill out and return the enclosed stamped postal card.

The very next time you write a sales letter, pick out the central selling point before you write. Then play up that point from different angles. If you try to use all the selling points, you will cover everything, but touch nothing.

Perseverance is more prevailing than violence; and many things which cannot be overcome when they are together, yield themselves up when taken little by little.

—PLUTARCH

Don't soliloquize. Civilized man doesn't talk to himself unless he is drunk.

GLITTERING GENERALITIES

The very next time you get a letter that makes you feel its grip, its cordiality, its convincingness, and you instinctively feel that it is a good letter, ask yourself: WHAT MAKES IT GOOD?

You will probably discover that the letter appeals to you because it makes you SEE, FEEL, KNOW, and BELIEVE to the extent that you are glad to ACT. And how is all that accomplished? The writer, so to speak, got right over on your side of the fence, caught your point of view, and gave you facts—facts of interest to you and your business; and those facts were backed by concrete evidence.

On the contrary, glittering generalities have no punch. A certain car is heralded as "The Greatest Car in America." It doesn't matter that there are many cars of different make on the market, many of which are bought more frequently than this particular make—it is still "The Greatest Car in America."

Contrast this with the slogan "Ask The Man Who Owns One." The former is satisfying vanity, the latter is standing on reputation vouched for by the impartial man—the man who, from personal experience, knows.

Another organization announces that its line is the most complete line west of New York City. All that may be true, but all-sweeping statements are too big to affect the average reader.

Still another writes: "We believe in this business. We put our good hard cash into it. Our heart and soul is set on making it successful. Our product is the best in the world."

These are worthy thoughts, splendid enthusiasm, but sadly misdirected energy, when it comes to convincing the other fellow. There is no knock-out to such expressions.

General statements of an all-sweeping character are dangerous at the worst; they are ineffective at the best, because they are exactly the words that every competitor can use. The very next time you write a letter, see whether it contains glittering generalities or statements that deal with interesting facts.

Commonplace thinking produces commonplace letters. Climb out of the rut. Get a new angle to your attack. The change is not only restful but resultful.

A NOSE FOR NEWS

There's a splendid opportunity to liven up letters by using items of news value. News gives your letter an atmosphere of up-to-dateness that makes your message sparkle with interest. The town crier was an important official in his day; nobody had a more eager audience. Today, we anxiously await the arrival of the newsboy.

But what is news? Let Lord Northcliff, the world-famous publisher, tell you: "We newspaper men put it this way: A dog biting a man is not news—that happens every day. But a man biting a dog would be news." The reporter generally states it this way: "The real test of news is whether the thing is really new. News must be new, current, timely."

Frequently an item of news can be effectively dramatized. By no means overlook this point. Thus a certain watch manufacturer plays up the fact that one of the last things that Commander Peary did before setting out for the North Pole, was to purchase a particular make of watch.

The firearm manufacturer cashed in on the fact that Colonel Roosevelt carried a certain rifle when he plunged into the African jungle to hunt big game.

Does this have a newsy atmosphere?

> Right in your own neighborhood only two miles from your place, your neighbor, Henry Adams, is putting in two Armco Ingot Iron culverts.
>
> Mr. Adams decided to use metal culverts after he had thoroughly investigated other kinds. And he chose Armco Ingot Iron because he is convinced that it will give him the longest service. It was a case of service against price. Mr. Adams cast his lot with service.
>
> You might drive over and see what he is doing. See how he is curing a bad case of drainage.

A HOOK IN EVERY LINE

When Richard Sears began his mail order business, he laid down a rule for every letter writer and every writer of copy. And he insisted that his rule be followed to the very letter. So determined was he that it is said Sears broke the heart of more than one scribbler.

What was it? Simply and bluntly, he told them to put "a hook in every line." His business grew within a few years, from the most humble beginning to the staggering amount of $285,000,000 in a single year.

Sears, Roebuck letters get across because they contain imaginative and compelling words—words that sing their way into the reader's pocketbook.

Here are two letters. The one on the left is ineffective, because it is unattractive and uninteresting; it is monotonous; it does not grip the imagination by presenting a vivid picture; it fails to arouse a desire. Worse still, the tone is far too pleading.

Once more we appeal to you to use our material. You certainly cannot have read our previous letters without becoming interested in our product.

We want you to use our material. Years have been spent in perfecting it, and you will never want any other, once you have tried ours.

Over at Springfield, Ohio, the Armstrong Manufacturing Company has been making tubs and pails for several years. They were making them from galvanized steel but they changed to Armco Ingot Iron.

Why? Let Mr. Armstrong tell you in his own words:

"We now use Armco Ingot Iron Galvanized Sheets after giving them a thorough test to determine the workability and welding qualities of the metal. It forms easily and the coating does not peel. Our loss, caused by poor working qualities of steel, has decreased 10% since we changed to Armco Ingot Iron galvanized sheets. In addition, our tubs and pails find a more ready market, because Armco Ingot Iron is so well and favorably known."

"Some letter writers make the mistake of thinking that the likes and dislikes of the reader are the same as their own. Others succeed in placing themselves in the position of their readers. It is the second class whose letters carry a hook in every line."

THE PERSONAL TOUCH

In the business field, perhaps as nowhere else, friendly recognition is appreciated. Many times we write this friendly attitude into our letters in such a way that the reader feels: "That's the firm I like to do business with."

And business is no different from the ordinary individual, because business is conducted by these selfsame individuals —just people.

Here's a case in point: A dealer had gone to considerable trouble to fix up his window to show Armco products—all on his own initiative. So far, he knew of our organization only in a business way. To him it was big and powerful, just like any other big organization. Perhaps it was like the one he used to do business with but quit, because, as he said, "They have ice water in their veins." But anyway, he was giving it a go.

Can you imagine how he felt when an Armco representative, who happened to be in town, saw the display and complimented the dealer on his progressive spirit? Then, after leaving the store, the representative jotted down a few notes, slipped them into an envelope, and dropped it into the mail.

Two or three days later the dealer got a letter from The American Rolling Mill Company. Now, how did this dealer feel when he read it?

> It is indeed a pleasure to learn through Mr. Andrews that you are making a splendid display of Armco products in the front of your store during Armco Products Week. We certainly appreciate, Mr. Billings, this splendid co-operation on your part. Then, too, it is a fact that lots of sales are made by suggestion. This is espec-

ially true of Armco products, because they are nationally advertised. You will be surprised at the number of persons you undoubtedly will bring into your store as a result of this prominent display.

We hope that your volume of business is growing and we assure you that our aim is always to help our customers in any way possible. Don't hesitate to let us know how we can help you.

There is nothing to write about, you say. Well, then, write and let me know just this,—that there ***is*** *nothing to write about; or tell me in the good old style if you are well. That's right. I am quite well.*

—PLINY THE YOUNGER

It takes facts backed by convincing evidence to pull business. Sending general statements after orders is like going after water with a sieve.

THE INJURED TONE

Did you ever write a prospective customer, whose previous interest had not been touched, and fail to get a response? Then you wrote again and again with no better result? What was the reason?

Generally, a series of letters is weak because all the burden is thrown upon the first letter, and the remainder of the series carries an injured tone that is very much like, "I wrote you a letter; why don't you write to me?"

Here is the way to look at the problem. Each letter of a series is an independent unit. It must stand alone. It must follow the well-known and effective plan of gripping attention, holding interest, arousing conviction, and stimulating action. To do all this, each letter must present facts—facts of interest to the reader. And the facts must be concrete, so the reader will *see* and *believe* and *act*.

If the first letter doesn't "get home," forget that first letter and write another. Come at the problem from another angle. Give your second letter an entirely different dress. Then when you come to the last letter, make it longer than the others and embody in it all the high peaks of the preceding letters. This last letter is your ultimatum. It is your parting shot.

In a series of sales letters it is better not to refer to previous letters—that is a feature of collection letters.

With discussion out of the way, how would you answer this letter?

> We have written you several times regarding our quotation of December 29, 1920, on blue annealed, galvanized, and black Armco Ingot Iron. Up to the present, we have not received a reply from you, nor have we received your order. We trust to have your specifications at an early date or at least a reply from you.

If you wish to transport your ideas across to the other fellow, you must center your thoughts on that other fellow—the man at the end of the line of communication.

SESQUIPEDALIANISM

Raising his voice in holy horror at the tendency of writers and speakers to wallow in big words, Doctor Samuel Johnson exclaimed: "Witness the immense pomposity of sesquipedalian verbiage!" Then he proceeded to define network as "Anything reticulated or decussated, at equal distances, with interstices between the intersections." Whereupon the Yankee fisherman gave his version: "Square holes with string tied around them."

In the use of big words, who sinned more than Doctor Johnson? Goldsmith said of Johnson: "He makes his little fishes talk like whales."

Why is it that today we find a tendency to use heavy, labored expressions rather than simple, understandable, everyday, common sense English—the English that Lincoln used?

Read this paragraph written by an engineer: "It may be considered as consisting of a network of veins, traversing on the one hand a metamorphic matrix of a somewhat argillo-arenaceous composition and on the other hand what appears to be a feldspathic tufaceous igneous rock."

The editor to whom the scientific article was submitted, characterized such writing as "Metamorphosed English pseudomorphic after flapdoodle—rhetorical rot!" When translated into Anglo-Saxon, it meant MUD!

Take a lesson from this: In a great newspaper office, the last edition was being put upon the press. But, as so often happens, at the last moment a choice bit of news broke.

One of the younger reporters sat down at a typewriter and began to pound out the story. Suddenly he became halty and jerky in his writing. The words refused to come. The editor was waiting. The copy reader was waiting. The make-up man was waiting.

Presently the editor who knew the ropes stepped over to the reporter's side, tapped him on the shoulder with a pencil and said: "Just one little word after another, please."

The law of worthy life is fundamentally the law of strife; it is only through labor and painful effort, by grim energy and resolute courage, that we move on to better things.

—Theodore Roosevelt.

SERIES NO. 1

You have learned definite principles to apply in letter-writing. Let us see how these same principles work out in a series. Measure each letter in the light of principles already discussed. Decide how you would improve the different letters. Then answer to your own satisfaction *why* your changes are improvements. Do all this and you will feel a decided expansion in your letter-writing ability.

When you build your factory at 203 Lafayette Avenue, you will have one very important question to decide: "What kind of a roof shall I use?" And upon your answer the value of your building will be determined; for NO BUILDING IS ANY BETTER THAN ITS ROOF.

Many builders have decided this question by using Armco Ingot Iron galvanized sheet-metal roofing. In many instances these roofs have seen years of hard service, but they are still in perfect condition. They are giving this splendid service WITHOUT FURTHER COST; they will continue to do so WITHOUT FURTHER COST.

Just turn through the enclosed booklet. Notice in particular the different types of buildings covered with galvanized Armco Ingot Iron. Notice, too, that these roofs are in service throughout every section of the country, all degrees of service installations being represented. Read the testimonials of those who use this material. Notice that SERVICE is the dominant factor in each case. And this long service is assured each user because Armco Ingot Iron is rust-resisting.

Why not look upon your roofing material as an important investment? You would find it economical in the long run just as the many users of Armco Ingot Iron roofing are finding economy in long service.

Let us know on the enclosed card the size of your roof and the gage of metal you feel would be suitable. We shall promptly submit an estimate.

Note the splendid comparison used in the second paragraph. Who hasn't had experience with shoes? Such homely comparisons are doubly valuable because they are within the experiences of all. Read this letter especially for conviction and persuasion.

It is not always economical to buy at lowest price. When you are certain that the greater length of service more than makes up the difference in price, then price becomes secondary.

Armco Ingot Iron galvanized sheets for roofing cost more to manufacture than common steel sheets. The reason is evident. Why does one pair of shoes cost more than another pair? Comparison shows the higher priced shoe to be of better material, the workmanship of higher standard, with evidences of greater care used throughout the process of manufacture. And the shoe will keep its shape and wear longer.

So it is with Armco Ingot Iron. The American Rolling Mill Company emphasizes every precaution in the production of a sheet iron that will give the user the longest possible service. This greater length of service more than makes up the difference in price.

Buy a roof for your building as you would shoes for your feet—something that will wear well and give you good, long service. By roofing your new building with Armco Ingot Iron you are assuring yourself the greatest possible return on your investment.

Armco Ingot Iron galvanized roofing is no experiment. It is proving its quality and durability upon thousands of roofs in all parts of the world. It will serve you as it is serving others.

This sheet iron can be furnished you in any style or gage. Furthermore, your metal workers will find the working qualities of Armco Ingot Iron ideal. The metal is soft and pliable. Tinner's shears snip through it; tight seams are easily formed; gutters can be "tailored to fit" with Armco Ingot Iron.

We shall be glad to furnish you with any other information or to help you in selecting gages suited to your requirements.

In every series of letters there should be a dominant idea. Throughout this series the dominant idea is: The value of any article is determined by the service that article will render. Notice how this central idea is impressed and reimpressed upon the mind of the reader. Notice, too, that so far this series is free from technical discussion that would confuse the layman.

Paragraph four is a splendid illustration of proof by direct, concrete evidence. Such evidence goes a long way toward establishing confidence.

Roofing material, to serve its purpose, must last—no doubt about that. Every builder, when selecting a material with which to cover his building, desires a roof that when once put on will stay there. That's why the subject of roofs is an interesting one to a man who is putting up a new building.

Armco Ingot Iron galvanized sheet metal is durable. Actual tests in service, covering many years, have proved the lasting qualities of this rust-resisting roofing. It has been subjected to every possible known condition and it has stood the test.

Rusting of iron or steel is largely due to the impurities the metal contains. The greater the percentage of impurities the more rapid will be the rusting action. Armco Ingot Iron resists rust better than ordinary steel, because Ingot Iron is pure and dense. The higher quality of coating on Armco galvanized iron sheets further adds to this resistance, producing a product unsurpassed in durability.

Large quantities of Armco Ingot Iron galvanized sheets have been used in important buildings where lasting qualities are absolutely essential. The Lincoln Memorial Building at Washington, D. C.; the Woolworth Building in New York City; and the Ford Hospital at Detroit, are examples of buildings where this material was used because of its lasting qualities.

Your new building, roofed with Armco Ingot Iron galvanized sheets, will save worry and expense. Use it and you will solve your roofing problem not only for the present but also for the future.

You may wish further information concerning this material or some other point in regard to your requirements. Just let us know on the enclosed card, and we shall be glad to help in any way possible.

Frequently a series of letters is "split." This happens when the prospect comes back with a request for additional information or asks some specific question. In either case the regular letters of the series will not answer the purpose. So you must write a special letter, which should be followed up until you are sure you have satisfactorily disposed of that question; then take up the regular series.

As an example, suppose your prospect comes back with: "I do not understand just why Ingot Iron roofing will outlast any other metal, particularly steel. All sheet metal looks alike to me. Will you please give me additional information on this point?" Would this answer his question?

It is quite true, just as you say, that sheet steel and Armco Ingot Iron may look alike on the surface, but careful examination under the microscope will reveal a vast difference.

In general, when you select articles, sight and touch are relied upon to determine the quality. Take clothing for instance: The "feel" of the cloth will tell whether the material is all wool as well as a yard wide. When you buy shoes, the "feel" again comes into play and discloses whether the leather is of coarse or fine texture.

With metals, however, sight and touch can not reveal the true quality. The quality of metal is determined by the degree of scientific skill used in the elimination of impurities.

Here is a simple illustration that brings out the point: One defective apple in a barrel of prize winners and what happens? You either throw out the decaying apple or lose all.

And so it is with sheet metal. The elements that produce decay, or rust, in ferrous metals are: carbon, sulphur, phosphorus, manganese, silicon, and the gases oxygen, hydrogen, and nitrogen. So these detrimental elements must be entirely eliminated if possible. If not completely eliminated, they must be reduced to the smallest possible degree.

Here is where Armco Ingot Iron excels any other sheet metal. The impurities named are not allowed to exceed 16/100 of one per cent. No other sheet manufacturer can give you this guarantee.

It is the pure metal in Armco Ingot Iron that will make your roof last longer because pure iron will resist rust.

SPLIT B

Whenever the series is split you must decide how much information is necessary in order to put your idea across. You realize that the prospect has shown an interest. In other words you have driven a wedge into his indifference—he wants to know.

It will pay you always to take another survey of the situation. If you decide that lengthy information is in order then dig up whatever is required. Give special consideration to the kind of information needed. Get sufficient evidence to establish proof.

> Here is another interesting point to know about sheet metal for roofing.
>
> We explained why it is that steel rusts so quickly—because of the impurities—carbon, sulphur, manganese, phosphorus, and the gases hydrogen, oxygen, and nitrogen.
>
> In metal, these impurities tend to collect in colonies—bunch up—and stay together. This segregation makes a weak spot in the metal. Within a short time, rust eats its way through the sheet.
>
> The enclosed photographs show that these weak spots are plainly seen when a large piece of steel is cut in two. This is not true of Ingot Iron. The process used in the manufacture of Armco Ingot Iron eliminates the impurities to the smallest possible degree. The 16/100 of one per cent that remains in commercially pure iron is so evenly spread throughout the metal that colonies of bad spots do not exist to any extent. This is just an added reason why Armco Ingot Iron roofing material lasts longer than steel.

Five important points should be considered when buying material for roofing purposes.

Here they are:

1 Will this material be durable?
2 Is it fireproof?
3 Is it easy to put on?
4 Will it look well?
5 Will the lasting qualities justify the price?

You will agree that any product which fulfills all these requirements must be an ideal material for roofing purposes.

Galvanized Armco Ingot Iron is the answer to all of these important requirements. Years of actual service have proved it to be an ideal roofing material. The number of users indicate the confidence placed in this material as a durable product. Its superiority when compared with steel sheets is evident.

A lower insurance rate goes with the installation of Armco Ingot Iron roofing material. Furthermore, the roof is easy to put on. Simple but efficient methods of fastening are used. Very little time is required to apply any one of the several types of roofing you may choose.

A roof covered with Armco Galvanized Ingot Iron presents a neat and uniform appearance over the entire surface. When applied, provision is made for expansion and contraction, thus eliminating chances for buckling or tearing.

In deciding to use sheet metal roofing, do not be confused by cheaper materials that are offered. Common sheet metal may be had for less, but in the long run it will prove higher in price than Armco Ingot Iron. The initial price is not always the actual cost.

Roof your new building with Armco Ingot Iron galvanized sheets. It will give you years of service. Write us today for an estimate on your requirements. We can supply you direct from the mill on short notice.

SERIES No. 2

In connection with this second series study especially contact, conviction, persuasion, and clincher. Read critically. If these letters bring to you a new idea or a different way of expressing an old idea, be sure that you discover WHAT IT IS THAT IS DIFFERENT. Keep asking yourself WHAT and WHY.

Why is it that an Armco culvert stands up under an 85-foot fill, or an extremely shallow fill? It is the design—the curved arch.

Try this simple experiment. Take an ordinary piece of fairly stiff paper the size of a post card, hold the paper by one end keeping it flat. Now lay a dollar on the free end. The dollar falls off. But take the same card and arch it into a half circle with both ends held firmly, and the weight of the dollar will be supported. The curved arch is the strongest type of construction. Armco Ingot Iron culverts, owing to their type of construction, are so strong that they are practically uncrushable when properly installed.

Mr. George Fowler, an eminent engineer and associate editor of "The Railway Age Gazette," made an elaborate test to determine the strength of corrugated culverts. He found that corrugated culverts have ample strength to withstand the severest requirements for railway or highway installation.

Abundant evidence supports Mr. Fowler's conclusions. In the Atlanta terminal is an Armco culvert over which there is practically no headroom. Half a million trains, including the Dixie Flyer and Royal Palm, have passed over it since it was installed TWELVE years ago. EIGHT years ago on the Western Pacific a 60″ Armco culvert was placed under an 85-foot fill. Both these culverts are in perfect condition today.

When culverts will stand such severe tests highway commissioners can rest assured that Armco culverts have the strength.

Each letter should have a central selling point. Can you pick it out of this letter? No single letter should attempt to tell it all. Any message that empties the writer, rarely fills the reader. Leave something for the imagination.

You and everybody else in your community will find it good economy to select the culvert material that is going to give you the longest possible service. Service is the final answer, but service can't be any longer than the life of the material used.

This demand for service is satisfactorily filled by Armco Ingot Iron culverts. You wish to know the reason and it is simply this: Armco Ingot Iron culverts are MADE to resist rust; furthermore they DO resist rust.

You naturally wonder why Armco Ingot Iron culverts are rust combating; and I want to give you the reasons plainly and simply. There are three:

FIRST: The selection of the raw materials. No material goes into Armco Ingot Iron sheets until that material is inspected, analyzed, and tested by men trained to do this important work and fully equipped to do it accurately;

SECOND: The raw material is melted, and worked until the impurities are practically eliminated. It requires extra time and extra heat to do this, but the elimination of impurities is the only means of making a lasting iron similar to the old-fashioned irons—so impurities must go;

THIRD: This commercially pure iron is coated with a clean, tight coat of spelter that won't flake or peel. And it is the purity of the base metal that makes possible this splendid coating. You can't have such a perfect coat if you use a steel base metal because spelter will not "grip" steel as it does pure iron. Armco Ingot Iron culverts will outlast steel culverts from three to five times when installed under similar conditions. Carefully kept records prove this statement.

Just a line or two on the enclosed stamped card will bring you more information about RUST-RESISTING culverts. Use the card today.

A nose for news is an asset to the letter writer. Seize upon every opportunity to take advantage of timely topics. Who isn't talking about transportation cost these days?

Concrete statements must be used if you expect to convince any one. Is this letter concrete, specific?

> Transportation cost is quite an item these days, isn't it? When transporting Armco Ingot Iron culverts, however, you get the largest possible return on your money. And here is the reason:
>
> One of the strong points in favor of Armco Ingot Iron culverts is that they are light enough, yet practically uncrushable, they can be hauled at the lowest possible freight cost. All cars carry the maximum number of feet; no space is wasted; and an average load for a team is 125 feet of 18-inch culvert.
>
> Who gets the benefit of this economy? The user of Armco Ingot Iron culverts.
>
> When you stop to consider the RIGID types of construction are so bulky and heavy that they weigh about TWELVE times more than Armco Ingot Iron culverts, then you get some definite idea of just what transportation cost means to the user. Add to this excessive weight the cost of loading and unloading from cars and wagons, and you realize that freight cost is not the only transportation cost.
>
> There is, however, another point: Armco Ingot Iron culverts are not fragile; you do not need to consider breakage in transit. The number of feet you order is the number of feet you get, ready to go into the ground.
>
> You see the advantage in transportation is decidedly in favor of Armco Ingot Iron culverts. But what about actual installation? In this respect there is a wide margin in favor of Armco Ingot Iron culverts—they are easily installed. Common labor can do the job quickly and satisfactorily. Traffic is not delayed several days during the process of installation; if there is any delay it is only a matter of a few hours.
>
> Use the enclosed stamped card to give us an estimate of the sizes and lengths of culverts you will need this spring. No matter what your requirements may be we are ready to make delivery. Culverts on the ground are ready to go into the ground when you are ready. Mail the card today.

Get close to your reader. Talk about his common experience, things that he knows. Get him to see that the desirable qualities which he accepts as true, are true of your product. Lead him to understand that your product is the answer to his existing needs.

For culvert installation Armco Ingot Iron culverts are ideal, because they can't be broken by any settling foundation. Armco Ingot Iron culverts are elastic. They adapt themselves to conditions and go right on giving dependable and economic service.

Look at any culvert installed under a highway or railway and you will discover that vibration is an item to be considered. Every time a load passes over, there is an impact—a sudden jar— that may be moderate or it may be violent; it all depends on the weight of load and the depth of fill. Such vibration frequently batters down a rigid type culvert.

Vibration, however, does not affect Armco Ingot Iron culverts; they are elastic enough to give, but they always go back to their original shape. By actual test an Armco Ingot Iron culvert has been pressed in as much as one inch, but as soon as the pressure was removed the culvert again became perfectly round. What does this mean to you—the user of culverts? It means that Armco Ingot Iron culverts are truly economical; they are practically indestructible.

Suppose the ground freezes and thaws. In that case there is always a movement of the foundation; the soil will shift, heave, or slide. Posts have been pushed out of the ground by thawing. Water pipes freeze and burst. Even gigantic rocks have been split wide open by water seeping into the cracks and seams and then freezing. Armco Ingot Iron culverts, however, are elastic enough to stand the strain; they may freeze tight but they don't burst.

Under all these conditions—shifting soil, terrific vibration, solid freezing—Armco Ingot Iron culverts are giving 100 per cent service. And this same service has been going on over a period of years and in all sections of the country.

Let us repeat: Armco Ingot Iron culverts are truly economical. Use the enclosed stamped card to let us know your requirements.

Get the newsy atmosphere of this letter. It has local color. Furthermore, in effect the reader is told, "You don't have to take my word, ask your friend and neighbor, Tom Williams." What's the big point in this letter? Can you pick it out and sum it up in a single short sentence?

Just the other day I was looking at an Armco Ingot Iron culvert installation out on the Mill Creek highway and I remarked to Tom Williams, the road supervisor, about the splendid condition of the culvert. Mr. Williams immediately spoke up with: "Yes, it's as good as it was the day it first went into the ground six years ago; and it has been moved twice."

That made me realize more than ever the permanence or rescue value of Armco Ingot Iron culverts; it is this practically indestructible feature that makes these culverts give maximum service at minimum cost.

There are numerous instances where Armco Ingot Iron culverts have been washed out by floods; but these same culverts are today giving the same satisfactory service that they gave the day they were first installed. And there are others besides Mr. Williams who have found it an easy matter to remove and re-install an Armco Ingot Iron culvert.

In this re-installation process all the features combine to make Armco Ingot Iron culverts economical: They are still rust-resisting, still retain their original strength, still light and easily transported, and still easily installed without days of delay to traffic.

Every Armco Ingot Iron culvert will give you this assurance: Satisfactory service wherever installed, and, if greater satisfaction is found in some other location, move the culvert.

Simply check on the enclosed stamped card and indicate the size and length of culverts you need. I shall immediately send you an estimate.

If your letters in a series get over, carry conviction, and secure action, they must grow progressively stronger from the first to the last. The last letter is therefore your supreme effort; in it you marshal all your strength in one mighty effort to get results.

So this last letter of the series is the ultimatum; it contains a summary of all previous letters. Its length must be decided by circumstances.

It's the sum total that counts. Truly meritorious products have distinguishing features that set them off and make them stand out from other similar products. Such is true of Armco Ingot Iron culverts.

You can compare these culverts with any other type, and you will find that Armco Ingot Iron culverts match merit for merit and still have a wide margin held in reserve. It's this reserve that can't be matched that you should consider carefully; it means ultimate economy.

In favor of Armco Ingot Iron culverts you will find:

1 They are rust-resisting
2 They are made right
3 They withstand any known pressure
4 They can be moved from place to place without damage
5 They can be installed easily and quickly
6 They give maximum service at minimum cost

Rust resistance gives to Armco Ingot Iron culverts a period of usefulness long after other types of culverts have failed;

All joints and seams have ample lap. Full sized Armco Ingot Iron rivets, properly headed, are placed in the valley of each corrugation along the seams, and evenly spaced round each joint;

Depth of fill, extreme temperatures, sudden shocks hold no terror for these sturdy culverts;

Should you wish to remove a culvert you can do so without any injury to the culvert whatever; Installation is simple and easy. They are light and easily hauled. Average labor can do the job. Consider service with cost and Armco Ingot Iron culverts will give the longest service at the lowest cost.

Just write your name on the enclosed card and mail it today.

ESSENTIAL MECHANICS

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SOME POINTS TO KEEP IN MIND

1 Absolutely even touch.

2 Clean type.

3 Neat erasing—don't have an erasure as big as a nickel. Don't erase half-way.

4 Fresh ribbons—when needed.

5 Accuracy—*accuracy* in spelling, punctuation, and typing. Twenty words can be written in the time it takes to make a single erasure.

6 Never hand in a sheet that has strike-overs.

7 Even spacing comes by careful practice—but it's worth while.

8 Keep the right-hand margin as even as possible. Don't have a stepladder series of dashes by dividing too many words.

9 Misspelled names are gross blunders.

10 Wrongly divided words generally indicate incompetency.

11 A soiled page is offensive.

12 Many people think that a letter can be folded any old way—but it can't.

13 Proof-read the page before it is taken from the machine. See that it makes sense.

PUNCTUATION

Punctuation is of prime importance for two reasons: readableness and immediate clearness. If you expect to put your message across to the reader, your letter must be easy to read, and it must be clear at first reading. Although custom has given to us the various punctuation marks, readableness and clearness determine WHEN to punctuate.

Punctuation is the life of your message. What inflection is to the voice, punctuation is to writing. We have heard people talk in a dull, monotonous, incoherent voice, and we received a very bad impression. If your letter makes the most of its opportunity, it must be properly punctuated; otherwise it is dull, monotonous, and incoherent.

At present there is a commendable tendency to reduce punctuation to a minimum. Minimum punctuation, however, must neither cause confusion of thought, nor detract from the force of the expression. Although the rules given in this booklet are not exhaustive, they are sufficiently complete to enable one to punctuate with accuracy.

Uses of the Period (.)

1 After a complete sentence.

Wrong: We have scheduled your orders of September 5 and November 10. The first for Ingot Iron Sheets, and the second for Electrical Steel Sheets.

This is one sentence. There should be no period after November 10. Using the period where the comma should be used is a frequent error. Such practice is known as the "period fault"; it is a serious mistake and shows inability to recognize a sentence.

2 After abbreviations, such as *Mr.*, *Co.*, *etc.*, *Sec.*

3 After a question of courtesy, which is really a request, a period is used, not a question mark.

Right: As soon as the material arrives, will you kindly take care of this matter for us.

Uses of the Comma (,)

1 To separate numbers so that they may be easily read:

Right: 93,864,562; $654,320.35.

2 To separate the members of a series of the form *a*, *b*, and *c*, unless they are all connected by conjunctions. The omission of the comma before *and* is misleading, because *b* and *c* would then equal *a*. The intention is that the members should be equal.

Right: The work is steady, pleasant, and profitable.
Right: The work is steady and pleasant and profitable.

3 To separate the members of a series of adjectives or adverbs that are equal in value and not connected by conjunctions. When the series may be interchanged or separated by *and*, the members are equal in value.

Right: He is a systematic, diligent representative.
Right: Fair, courteous treatment of all complaints is our policy.
Right: Please send me a sample of Ingot Iron Alloy Coated Sheets.

4 When a series forms a subject, there is no comma at the end of the subject.

Right: Manufacturers, jobbers, and retailers are steadily enlarging their business.

5 To set off any expression that interrupts the main thought of the sentence whether it is a word, phrase, or clause.

Word: The settlement, nevertheless, is fair to all.
Phrase: It seems strange, the material being up to standard, that there should be any difficulty.
Clause: If you give your consent, inasmuch as all others have consented, the change will be made.

Notice that when the expression is thrown in, or wedged into the middle of a sentence or clause, two commas are necessary.

6 To separate distinct, independent statements joined by the conjunction *and* or *but*.

Right: You may use other material, but you will sacrifice service for price.

Right: Ingot Iron has stood the test of long service, and it is now in demand more than ever.

7 To set off a dependent clause preceding its principal clause.

Right: Although the conditions are similar, we know that you will get far better results.

Right: Should you be interested in a position, we shall be glad to have your application.

8 Do not place a comma between a subject and its verb. (See Rule 9)

Right: A stenographer should read every transcript before returning it to the correspondent to sign. This practice will save time and avoid many serious mistakes.

9 To separate a **very** long subject from its verb. The comma indicates a necessary pause.

Right: Any one who goes out into the business field and trusts to luck or pull instead of buckling down to the job, cannot hope to be so successful as the one who has learned to dig.

10 To separate words when a slight pause is necessary to make the meaning immediately clear.

Right: He can show you, you are wrong in refusing to accept the offer.

But Note: He had had an experience that was unusual.
It is evident that that method is effective.

11 To set off appositives.

Right: They will inspect the larger plant, the East Side Works.

12 To separate a quotation from the other parts of a sentence.

Right: The purchasing manager wired, "Send the samples by express."

13 To set off a geographical name explaining a preceding name; to set off the year from the day of the month; and to set off the month from the day of the week.

Right: Chicago, Illinois.
Right: September 15, 1921.
Right: Saturday, September 24, 1921.

14 To indicate an omission.

Right: Some of your order was shipped yesterday; the remainder, today.

15 Before *of* in connection with residence, position, or title.

Right: Mr. Charles W. Evans, of Buffalo.

16 To indicate simple conjunctions like *for*, *as*, and *since* when the meaning is *because*. Otherwise the conjunction may be misread for a preposition. Unless awkward repetition results, the safest practice is to use *because* when the meaning is *because*.

Right: We are glad to receive your inquiry, for this material can be shipped at once.

17 To set off absolute phrases. It is better to avoid the absolute phrase unless you need variety.

Right: Our floor space having become crowded, we were obliged to ship your material.

18 A period, not a comma, is necessary in the following example. Such mistakes are common and are known as the "comma fault." This practice, like the "period fault," shows inability to recognize a complete sentence.

Wrong: We had not completed the experiment, this fact made it impossible to give the desired information.

A period or a semicolon must be used instead of a comma. The semicolon is used to indicate close relation between clauses.

19 To set off non-restrictive or unnecessary clauses and phrases. *A non-restrictive clause or phrase is one which*

may be omitted without changing the meaning of the sentence. A *restrictive clause or phrase* is one that narrows or closely defines what it modifies. *It cannot be omitted.*

Restrictive: The excuse that 'That is what I had in my notes,' is the poorest kind of excuse.

Restrictive: Please send us at once your remittance for the material that was shipped to you on August 10.

Non-restrictive: Your order, which was not received until today, will be scheduled at once.

Non-restrictive: The objection, which was thought to be minor, proved to be serious.

Uses of the Semicolon (;)

The comma and the semicolon are not interchangeable. To use a comma where the semicolon ought to be used is just as wrong and absurd as to use a period after an interrogative sentence.

The semicolon is used:

1 To separate the clauses of a compound sentence when the conjunction is omitted.

Right: He did not accept the position; he went with another firm.

Between independent statements connected by the conjunctions *and*, *but*, *or*, *nor*, a comma precedes the conjunction. If the conjunction is omitted, a semicolon must be used.

2 Between the clauses of a compound sentence that are joined by one of the conjunctive adverbs: *accordingly*, *also*, *besides*, *consequently*, *further*, *furthermore*, *hence*, *however*, *moreover*, *nevertheless*, *otherwise*, *still*, *then*, *therefore*, *thus*, *yet*. **This rule has no exceptions.**

Right: This material has not advanced in price; therefore we are able to give you a very favorable quotation.

Right: This grade of material is no longer available; consequently we cannot accept your order.

3 Between the clauses of a compound sentence that are connected by a simple conjunction, when those clauses

are somewhat long, or when a more decided pause is desirable.

Right: A comma is ordinarily used between clauses of a compound sentence that are connected by a simple conjunction; but a comma should emphatically not be used between clauses connected by a conjunctive adverb.

4 To separate dependent clauses that are long or complex, and contain commas themselves. The semicolon may separate phrases when a comma would not make the separation clear.

Right: (**Clauses**) We have learned that your business is growing rapidly; that your product is giving excellent service, although the conditions are not wholly favorable; and that you desire to place large orders for materials.

Right: (**Phrases**) The material will be shipped to you, crated exactly as required, and bearing all necessary forwarding instructions; or given to your representative, upon receipt of proper authority, and a cash payment of one-third of the net amount.

Uses of the Colon (:)

1 The colon is used in an introductory sense. It is used after a word, phrase, or clause to introduce a formal list or a long quotation. A short quotation may be preceded by a colon if the introduction is formal.

Right: There are five points of superiority to consider: chemical purity, rust-resistance, enameling property, welding property, and electrical conductivity.

Right: The exact words were: "You may send the order c. o. d."

Right: The inspector stated: "(Several lines are quoted)."

2 A colon should precede the expressions: *namely*, *that is*, and the abbreviations: *viz.*, *i. e.*, *e. g.*, when they introduce a series of terms used in apposition to the general term.

Right: We have secured several new customers: namely, The Anderson Company, The Stevens Manufacturing Company, The Walsh Metal Company, and the Brown Metal Products Company.

Note: The semicolon is also correct in this instance.

3 Only the colon follows the salutation.

Right: Gentlemen:

Use of the Question Mark (?)

The question mark is used after every direct question. (See Rule 3, Period)

Uses of Quotation Marks (" ")

1 Double quotation marks are used to enclose the exact words of another person. An indirect quotation is not enclosed by quotation marks.

Direct: They telegraphed, "Send the material c. o. d."
Indirect: They telegraphed that the material should be sent c. o. d.

2 Single quotation marks (' ') are used to enclose a quotation within a quotation.

Right: Our representative reported: "I called on the purchasing manager, who said, 'We are well satisfied with the service.' "

3 When quoting several paragraphs, put quotation marks at the beginning of each paragraph, *but after the last paragraph only.*

4 The question mark goes inside the quotation marks when it is a part of the quoted matter; otherwise it goes outside.

Wrong: He wrote, "How much tonnage has been shipped"?
Right: He wrote, "How much tonnage has been shipped?"
Wrong: Did you say, "Resquare and oil the sheets?"
Right: Did you say, "Resquare and oil the sheets"?

5 The quotation marks are used occasionally for emphasis or to indicate technical terms unfamiliar to the reader.

Right: The ingots are then placed in the "soaking pit" to be reheated.

6 The period and comma go inside the terminal quotation marks. The colon and semicolon go outside the terminal quotation marks. *These rules have no exceptions.*

Uses of the Apostrophe (')

1 The possessive case of singular nouns is formed by adding the *apostrophe* and *s* ('s). Singular nouns that end in *s* form the possessive by adding *'s* or by simply adding an *apostrophe*.

Right: Smith's, Company's, Burns' or Burns's.

2 Plural nouns that end in *s* form the possessive by adding the apostrophe after the *s*.

Right: Ten days' trial.

3 Plural nouns *not* ending in *s* form the possessive by adding an *apostrophe* and *s*.

Right: Men's, women's, children's.

4 Compound nouns form the possessive by adding an apostrophe and *s* to the last word only, as *Secretary-Treasurer's* report. To indicate joint possession, add the apostrophe and *s* to the last noun only, as *Brown & Jackson's* building. To indicate separate possession, add the apostrophe and *s* to each noun, as *Smith's* and *Jones's* orders.

5 Possessive pronouns never take an apostrophe.

Right: Its, hers, ours, yours, theirs.
It's is a contraction of it is.

6 Use the apostrophe and *s* to indicate the plural of figures, letters, signs, etc.

Right: There are only four 8's.

7 The apostrophe indicates the omission of letters.

Right: Can't, doesn't, there's, it's.

Uses of the Dash (—)

1 The dash indicates an abrupt change in thought.

Right: You are lacking in one absolute essential—confidence.

2 Dashes are generally used in preference to parentheses.

Right: The more you use ARMCO Ingot Iron—you will soon find this out—the more you will appreciate it.

3 To indicate strong emphasis, the dash is sometimes used in preference to the comma.

Right: For the longest possible service there is only one product —ARMCO Ingot Iron.

4 To indicate the intervening dates between two extreme periods of time.

Right: 1920—1925. (Time begins in 1920, includes 1921, 1922 1923, 1924, and ends in 1925.)

Note: Don't overuse the dash.

Use of the Exclamation Point (!)

The exclamation point indicates strong feeling. It is questionable whether this mark should ever be used in business letters.

I have found pleasure, for I have done good work.
—Robert Louis Stevenson.

SYLLABICATION

Correct division of a word at the end of a line may seem to be a matter of small importance, but *an incorrect word division is really a case of misspelling.* Like everything else, there is a right and a wrong way to divide words, but there should be only one choice. Divide words correctly. By observation and by reference to dictionaries one may soon learn correct syllabication. Although there is no uniform principle, many errors may be avoided by applying the following simple suggestions:

1 Divide a word so that it is possible and natural to pronounce each syllable separately.

Wrong: ga lvan izing; pri nci ple; fini shing.
Right: gal va niz ing; prin ci ple; fin ish ing.

2 Generally, divide between double consonants.

Right: com mit tee; excel lent; ship ping; run ning.
But note: roll ing; spell ing; add ing.

3 Generally, divide between a prefix and the letter that follows it.

Right: con fidence; pre pare; re sistance.

4 Generally, divide between a suffix and the letter that precedes it. The principle suffixes are *ing*, *ly*, *ment*, *ed*, *ish*, *able*, *er*, *est*, *tion*, *sion*. The suffixes *tion* and *sion* are always one syllable.

Right: Americaniza tion; coopera tion; atten tion; divi sion; conclu sion; revi sion.

5 The suffix *le* is added to the preceding consonant.

Right: solu ble; possi ble; enti tle; percepti ble.

6 Never divide words of one syllable used separately or as part of a compound word.

Wrong: dropp ed; tho ugh; stea mpipe; stoc kholder.

7 Derived forms of one-syllable words may be divided, but do not divide the original word.

Right: start ed; com ing; build ing.

8. Avoid such divisions as *ma ny; a lone; a bove.*

THE HYPHEN

Many writers do not use the hyphen for any purpose other than to indicate syllable divisions. But the hyphen has other important uses.

1 Groups of words that express a single part of speech should be hyphened: as,

a matter-of-fact attitude	well-established industry
a face-to-face meeting	an ill-advised action
first-class ore	old-fashioned iron
3-inch pipe	two-week vacation.

2 Notice that the omission of a hyphen may entirely change the meaning.

resolution	re-solution
retreat	re-treat
recovering	re-covering
recoil	re-coil
reform	re-form
8 hour intervals	8-hour intervals.
10 ton cars	10-ton cars.

3 Words that should be read together to express a single idea should be hyphened when otherwise the meaning might not be clear.

High-speed tool-steel is in much demand.
The blast-furnace gas will be delivered to a bag house through 600 feet of brick dust-chamber.

Stenographers who wish to advance to higher responsibility must prepare beforehand. A business point of view, enlarged vision, general information—all these are essential in addition to specific knowledge. Stenographers must read much in order to know the language of business. Such transcriptions as, "This organization would have no difficulty to float alone," are not made by those who know the language of business.

PLURALS

Some of the more troublesome plurals are given below. You should carefully observe these forms, and then remember that a plural verb should be used with a plural subject.

Singular	Plural
analysis	analyses
appendix	appendixes
bill of lading	bills of lading
by-stander	by-standers
company	companies
curriculum	curriculums
datum	data
formula	formulas
genius	geniuses
hanger-on	hangers-on
index	indexes
memorandum	memorandums
parenthesis	parentheses
phenomenon	phenomena
radius	radii
shovelful	shovelfuls

The English plurals are given in place of the Latin plurals, for those words in which the former is good usage.

Nouns plural in form but singular in meaning are construed as singular; as, news, athletics, physics, politics, mathematics, two thousand dollars.

SEPARATE WORDS

All ready (adjective phrase), all right, any day, any time, every time, in so far, per cent, some day, any one, every one, some one, no one.

When *while*, *way*, and *time* are used as nouns, write as separate words: *a while*, *any way*, and *some time;* but when used as adverbs write: *awhile*, *anyway*, and *sometime.*

SOLID WORDS

Anybody, beforehand, everybody, inasmuch, itself, nobody, nothing, nowadays, somebody, something, themselves, whereas, whichever, whoever, yourself, nevertheless.

IMPORTANT ELEMENTS AND THEIR SYMBOLS

Full Name	Symbol	Full Name	Symbol	Full Name	Symbol
Aluminum	Al	Gold	Au	Potassium	K
Antimony	Sb	Hydrogen	H	Radium	Ra
Arsenic	As	Iodine	I	Silicon	Si
Barium	Ba	Iron	Fe	Silver	Ag
Bismuth	Bi	Lead	Pb	Sulphur	S
Boron	B	Magnesium	Mg	Tin	Sn
Bromine	Br	Manganese	Mn	Titanium	T
Cadmium	Cd	Mercury	Hg	Tungsten	W
Calcium	Ca	Molybdenum	Mo	Uranium	U
Carbon	C	Nickel	Ni	Vanadium	V
Chlorine	Cl	Nitrogen	N	Zinc	Zn
Chromium	Cr	Oxygen	O	Zirconium	Zr
Cobalt	Co	Phosphorus	P		
Copper	Cu	Platinum	Pt		

ABBREVIATIONS

Generally speaking, abbreviations are not good form in correspondence. *In the body of a letter, abbreviations are especially objectionable.* One who abbreviates should follow the practice as established by good usage, not the practice as used in carelessly written business letters.

Wrong: During the past summer, I worked in the galv. dept. at the E. S. W.

Right: During the past summer, I worked in the galvanizing department at the East Side Works.

Do not abbreviate a man's name. Even though a man abbreviates his own name, you should either spell his name in full or use only the initials.

Wrong: Chas. W. Smith, Jos. A. Miller, Jno. K. Lewis.
Right: Charles W. Smith; C. W. Smith. Joseph A. Miller; J. A. Miller. John K. Lewis; J. K. Lewis.

1 The abbreviation *No.* or the sign "#" should not be used in connection with the postal delivery number.

Wrong: No. 205 or #205 Wabash Avenue.
Right: 205 Wabash Avenue.

2 *Street* and *Avenue* may be abbreviated. They are always capitalized.

Right: St., Ave.

3 Do not abbreviate the name of the city. *N. Y. City*, *Chi.*, and *Phila.* are not acceptable. St. Louis and St. Paul are exceptions. To write Saint Paul is an affectation. New York is sometimes used incorrectly to indicate both city and State; as, 305 Fifth Avenue, New York.

For the municipalities included in Greater New York, observe the following:

Wrong: *Brooklyn, New York, N. Y.*
Right: *Brooklyn, N. Y.*; *Long Island City, N. Y.*

4 Preferably, do not abbreviate the names of the states. *Careless abbreviations cause endless trouble and expensive delays.* If you do abbreviate the names of the states, you should rigidly follow the abbreviations that are recommended by the United States Official Postal Guide.

Alabama	Ala.	Nebraska	Nebr.
Arizona	Ariz.	Nevada	Nev.
Arkansas	Ark.	New Hampshire	N. H.
California	Calif.	New Jersey	N. J.
Canal Zone	C. Z.	New Mexico	N. Mex.
Colorado	Colo.	New York	N. Y.
Connecticut	Conn.	North Carolina	N. C.
Delaware	Del.	North Dakota	N. Dak.
District of Columbia	D. C.	Oklahoma	Okla.
Florida	Fla.	Pennsylvania	Pa.
Georgia	Ga.	Philippine Islands	P. I.
Illinois	Ill.	Porto Rico	P. R.
Indiana	Ind.	Rhode Island	R. I.
Kansas	Kans.	South Carolina	S. C.
Kentucky	Ky.	South Dakota	S. Dak.
Louisiana	La.	Tennessee	Tenn.
Maryland	Md.	Texas	Tex.
Massachusetts	Mass.	Vermont	Vt.
Michigan	Mich.	Virginia	Va.
Minnesota	Minn.	Washington	Wash.
Mississippi	Miss.	West Virginia	W. Va.
Missouri	Mo.	Wisconsin	Wis.
Montana	Mont.	Wyoming	Wyo.

Never Abbreviate the Following:

Alaska	Maine
Guam	Ohio
Hawaii	Oregon
Idaho	Samoa
Iowa	Utah

5 Although correct abbreviations are Jan., Feb., Mar., Apr., Aug., Sept., Oct., Nov., Dec., *the better practice is to spell out the months in full.* Never abbreviate May, June, and July.

6 Do not use *rd, st, th,* etc., after the day of the month, as in *September 3, October 1,* or *November 5.* But note: *The 5th of November; Your letter of the 10th.*

7 Write the year in full, as in 1924. Contractions like '19 and '20 are frequently misleading.

8 The form 10/12/24 is frequently used in memorandums and interplant mail, and there can be no objection to this practice. *This formula, however, should not be used in outside correspondence, because not all persons will read it alike.* In Europe generally, and by some in America, 8/12/24 would be read as the eighth day of the twelfth month.

9 The following is a general list of abbreviations, which will prove valuable to those who wish to abbreviate correctly. Usually, if the full term is capitalized, capitalize in the abbreviation; otherwise use small letters. Do not use both the apostrophe and the period in an abbreviation like *for'd* where the apostrophe indicates the letters omitted. The word is a contraction, which never requires a period.

abst. . . . . abstract
acct. or a/c. . account
advt. or ad. . advertisement
agt. . . . . agent
a. m. . . . . forenoon
assn. . . . . association
asst. . . . . assistant
Ave. . . . . Avenue
al. . . . . first class
bal. . . . . balance
bbl. . . . . barrel
bdl. . . . . bundle
b/e or b. e. . . bill of exchange
B/L or b/l. . bill of lading
bldg. . . . . building
blk. . . . . black
b. o. . . . . buyer's option
Bro (s). . . . . Brother or Brothers
c. a. f. . . . . cost and freight
chap. . . . . chapter
c. i. f. . . . . cost, insurance, freight
Co. . . . . Company, County
C/O or c/o. . care of
c. o. d. . . . . cash on delivery
cr. . . . . creditor
c. w. o. . . . . cash with order
cwt. . . . . hundredweight (never use hundredweight in foreign correspondence; say "a hundred pounds.")
d. . . . . pence
dept. . . . . department
disct. . . . . discount
div. . . . . dividend
do. . . . . ditto (the same)
dr. . . . . debtor
ea. . . . . each

etc. . . . . et cetera (and so forth)
ex. . . . . example
exch. or ex. . exchange
exp. . . . . express
e. g. . . . . for example
f. a. s. . . . . free along side
f. o. b. . . . . free on board
for'd . . . . . forward
f. p. a. . . . . free of particular average
frt. or fgt. . . freight
ft. . . . . feet or foot
gen. or gen'l general
h. p. . . . . horsepower
hund. . . . . hundred
i. e. . . . . that is
in. . . . . inches
Inc. . . . . Incorporated
ins. . . . . insurance
int. . . . . interest
lb. . . . . pound or pounds
Ltd. . . . . Limited (Limited liability corporation)
l. t. . . . . long ton
mem. or memo. . . . memorandum
mfd. . . . . manufactured
mfg. . . . . manufacturing
mfr. . . . . manufacturer
mgr. . . . . manager
n. b. . . . . note carefully
N/P . . . . . Notes Payable
N/R . . . . . Notes Receivable
O. K. . . . . all correct
o. p. c. r. & a. one pass cold-rolled and annealed
oz. . . . . ounce or ounces
p. & l. . . . . profit and loss
payt. . . . . payment
p. c. . . . . per cent
pd. . . . . paid
pkg. . . . . package
p. m. . . . . afternoon
pref. . . . . preferred
Pres. . . . . President
qr. . . . . quarter
rec'd . . . . . received
recr. . . . . receiver
reg. . . . . registered
R. R. . . . . railroad
ret. . . . . returned
Ry. . . . . railway
s. . . . . shillings
S/D . . . . . sight draft
sec. or secy. secretary
sh. . . . . share
shipt. . . . . shipment
sq. . . . . square
str. . . . . steamer
St. . . . . Street or Saint
supt. . . . . superintendent
t. b. . . . . trial balance
tel. . . . . telegraph
treas. . . . . treasurer
ves. . . . . vessel
via . . . . . by way of
w. a. . . . . with average
w/b . . . . . way bill
w. p. a. . . . . with particular average
wt. . . . . weight

THE USE OF FIGURES

1 Use figures uniformly.

2 In the body of a letter, spell out all numbers less than one hundred.

3 Spell out round numbers.

4 A sentence should never begin with figures, except the figure which sometimes precedes a paragraph.

5 If a number contains decimals or fractions, it is common to write it in figures.

6 Sums of money should usually be put in figures, although an even amount in a letter is frequently spelled out.

7 In legal papers sums of money are always written both in figures and numbers.

8 Do not use figures when the word "number" is spelled out. Do not spell out an amount when a sign or abbreviation is used. No. 15; #15; number fifteen.

9 Do not write $27. but $27 or $27.00.

10 Write 75¢ or 75c. never $.75 except when tabulating.

11 Figures do not follow figures, as in, "*In* 1921 *twenty-seven* (*not* 27) *new firms were added to the list.*"

12 Spell out numbers used as names of streets up to and including ten; as in, "*Tenth Street,*" "*Fifth Avenue.*"

The slow penny is surer than the quick dollar. The slow trotter will out-travel the fleet racer. Genius darts, flutters, and tires; but perseverance wears and wins.

—Marden.

CAPITALIZATION

To prepare the section on capitalization has been the most difficult part of this book. The subject is hard to treat, because equally good authority may be cited to prove that a word is or is not capitalized under exactly the same circumstances. Although many of the most common and seldom-violated rules of capitalization are omitted, those that are given have abundant sanction. The term *capitalize* refers to the first letter of the word, not the whole word.

1 Capitalize all adjectives derived from proper nouns:

American, European, Parisian.

But do not capitalize such generalized expressions as "morocco leather," "roman type," "paris green."

2 When standing without the name, capitalize only titles of highest rank:

The mayor; the President.

3 Capitalize both words in a compound title; as, Attorney General, Lieutenant Colonel.

4 When referring to definite sections of the country, use capitals, but not when speaking of directions:

The South, the East, the West, North Atlantic states.
They went east on Broadway.

5 Do not capitalize the seasons.

Wrong: Summer, Winter, Autumn, Spring.

6 Capitalize the official titles of political, commercial, and industrial organizations or institutions:

National Society for Testing Materials.
Engineering Society of America.
National Association of Corporation Training.
American Federation of Labor.

7 Capitalize the first word of a quoted speech.

8 The first words following WHEREAS and RESOLVED should be capitalized in resolutions.

9 Capitalize *dear* when it is the first word in the salutation, but not when it is the second word.

GUARD AGAINST THE GENERAL TENDENCY TO USE TOO MANY CAPITALS.

There is not an hour of life but is trembling with destinies—not a moment of which, once past, the appointed work can ever be done again, or the neglected blow struck on the cold iron.

—Ruskin.

THE TYPEWRITER

Every transcriber should be familiar with the many time-saving devices on the typewriter. Don't set the carriage by hand when writing the date and complimentary close. *Use the tabular key and save time.* If you have indenting or tabular work to do, *use the tabular key.*

To center attractively, you must know how to use the centering scale. Get an instruction book which explains the mechanism of the typewriter you use, and learn the many time-saving devices your typewriter provides.

It is your responsibility to see that the typewriter is free from dust and that the wearing parts are oiled. There have been many repair cases where the only trouble was neglect on the part of the typist to dust and oil the typewriter. Use a brush to clean the parts under the carriage. The type must be cleaned frequently or they become blurred. Remove dirt from the letters *a*, *e*, *o*, *b*, *d*, or any other letter not giving a clear print. Do not use a ribbon when it fails to give a perfectly clear print.

ACCURACY vs. SPEED

Above all else—BE ACCURATE. The transcript that is accurate can be signed without a word-for-word reading. And that is the kind of transcript that gladdens the heart of the dictator.

Have speed? Yes. But not at the expense of accuracy. Many stenographers get the speed craze. They forget quality. The clatter of the typewriter seems to lure them into a frenzy of pounding out letters. They grow tired in their own cloud of hurry and hustle—and accomplish nothing. BE ACCURATE first, and then work for speed.

Study your desk arrangement. Analyze the movements you go through in doing your work. Then make all movements work toward a maximum production with a minimum effort.

MECHANICAL QUALITY

You are judged by the quality of your work. No one can afford to send out a letter that has deep erasures, one letter piled on another, finger smudges, ragged margins, uneven spacing, dirty type, and last but not least, a page that is PUNCTURATED rather than punctuated.

MECHANICAL EMPHASIS

Mechanical emphasis is a powerful way of bringing certain things to the attention of the reader. The one thing to remember, however, is that *mechanical emphasis should be used sparingly;* otherwise the effect is lost. Underlining, CAPITALS, "quotation marks," s p a c i n g b e t w e e n l e t t e r s, and connecting-words-by-hyphens are the most commonly used means of mechanical emphasis.

SPACING

Space twice after a punctuation mark ending a sentence. Space twice after a colon (:). After a period following an abbreviation or initial, and after a semicolon (;), space once. Space once after a comma. Do not strike the period and comma too hard or they will puncture the paper.

MARGINS

Nothing adds more to the good appearance of a letter than even, *well-balanced margins.* On the other hand, nothing mars a letter so much as ragged, uneven margins.

By placing a small pencil dot in the margin of the page near the bottom, you set a signal which warns you not to crowd the bottom margin. Leave a bottom margin at least an inch wide below the signature.

TITLES

Custom requires that some title be used in connection with individual names. The commonest titles are: *Mrs., Miss, Mr., Dr., Hon., Rev., Prof. Miss* is not an abbreviation. *Esq.* (Esquire) is written after the name. It is

equivalent to *Mr.* and is used very little in this country; in the British Empire, however, *Esq.* is preferred.

In case you do not know whether to use the title *Miss* or *Mrs.*, use *Miss.*

Do not double titles, nor use initials to indicate a degree when the degree is suggested by the title.

Right: Mr. Charles A. Watson, or Charles A. Watson, Esq.
Right: Dr. Walter S. Murphy, or Walter S. Murphy, M. D.
Right: Rev. C. C. Finey, or Reverend Mr. Finey.

The higher governmental titles are:

President of the United States	*The President.*
Cabinet Officers	*Honorable.*
Senators	*Senator or Honorable.*
Congressmen	*Honorable.*
Governors of States	*His Excellency or Honorable.*
Mayors	*His Honor or Honorable.*
Other Public Officials	*Honorable.*

When a title consists of more than two words, it may be written on a separate line.

Messrs. is the title that should be used when addressing men who are associated in a partnership. It is just as wrong to omit *Messrs.* when writing to *Messrs. Thompson & Wade* as it is wrong to omit *Mr.* when writing to *Mr. A. W. Brewer. Messrs.* is used when the idea of personality predominates; as in, *Messrs. Charles W. Dunn & Company; Messrs. Fordney & Son; Messrs. Johnson Bros.*

It is *wrong* to use *Messrs.* when writing to such corporations as *The United States Steel Corporation; Pennsylvania Railway Company; The Proctor & Gamble Company; Armour Grain Company.* These are legal titles and the idea of personality is not prominent.

THE INSIDE ADDRESS

The better usage is to include the complete mailing address when writing the inside address; as,

Right: The Johnson Manufacturing Company
250 Grand River Avenue
Detroit, Michigan

Right: Mr. Charles W. Anderson, President
The Jones Metal Products Company
Lincoln Square & Broadway
Lincoln, Nebraska

SALUTATIONS

Dear Sir:
My dear Sir:
Dear Mr. Jones:
My dear Mr. Jones:
Dear Miss Smith:
My dear Miss Smith:
Gentlemen:
Dear Madam:
My dear Madam:
Ladies:

SECOND SHEET

Whenever a second sheet is necessary, write the name of the addressee at the top of the page, also the number of the page; e. g., Mr. Joseph W. Smith 2. On the second sheet, the date is written 8/10/24. *Have at least three lines of typewriting on the second sheet before the complimentary close.*

COMPLIMENTARY CLOSINGS

Very truly yours
Yours very truly
Truly yours
Yours truly
Sincerely yours
Yours sincerely
Respectfully yours
Yours respectfully
Cordially yours
Yours cordially
Faithfully yours

ENCLOSURES

Calling the reader's attention to an enclosure that has not been enclosed is an unpardonable blunder in letter-writing. Nothing is more exasperating.

Whenever an enclosure is made, it should be referred to in the body of the letter. At the end of the letter, write the word Enclosure, and, if more than one enclosure is made, indicate the number; as, "3 Enclosures." This practice serves as a warning to those who prepare the outgoing mail.

FOLDING LETTERS

Courtesy requires a letter to be folded so that the receiver will be able to remove the letter easily. The reading matter should unfold ready for reading; it should not be upside down. To fold a letter to fit the small sized ARMCO envelope, fold it so that the bottom edge is about a half inch from the top edge, and crease. Then fold the right side of the page a little more than one-third of the space, leaving less than one-third for the last fold, which is from the left. The free edge of the letter should be toward you when it is placed in the envelope.

For the large sized ARMCO envelope, fold from the bottom a little more than one-third of the way up, leaving less than one-third of the page to be folded down from the top of the sheet. The free edge of this folded sheet, also, should face you in placing it in the envelope.

"He who goes down into the battle of life giving a smile for every frown, a cheery word for every cross one, and lending a helping hand to the unfortunate, is after all, the best of missionaries."

DIRECTING MAIL

If you find it difficult to direct mail attractively, place a small pencil dot on the envelope before it is inserted in the typewriter, this dot to indicate the correct starting point. This practice assures neatness.

Don't use "City" when directing local mail. The postal address should be complete enough to guarantee a speedy delivery of the mail. Failure to add house number or name of street or avenue, is unwarranted carelessness.

More than 20,000,000 letters reach the dead letter office each year because they are so incorrectly and improperly addressed that they can not be delivered to the addressee nor returned to the sender.

These letters last year contained checks, money orders, and currency of the face value of more than a million dollars. But that is not all. The losses to business men because of failure properly to address these letters must be incalculable.

From an address to Direct Mail Advertising Association by
Honorable J. C. Koons
First Assistant Postmaster General

ATTACHING STAMP

The stamp should go in the upper right-hand corner, right side up, with edges parallel to the edges of the envelope. There is only one place to put a stamp—put it there.

Make-up of Outside Letter

THE AMERICAN ROLLING MILL CO.

MIDDLETOWN, OHIO

May 28, 1921

Mr. Robert W. Bronson
Instructor in Typewriting
Cass Technical High School
Detroit, Michigan

Dear Mr. Bronson:

Like any other letter, the single paragraph letter should be well-centered; therefore, it should have deeper margins. The writing is slightly above the mathematical center, the natural reading point. Quality of typing, perfect spelling, grammatical correctness, punctuation that does not destroy the sense - these points the reader is quick to notice; but the first impression is determined by the general appearance of the page.

Yours very truly

THE AMERICAN ROLLING MILL CO.

Sherman Perry

Correspondence Adviser

Sherman Perry
HSP

Make-up of Outside Letter

THE AMERICAN ROLLING MILL CO.

MIDDLETOWN, OHIO

December 18, 1921

Home and District Offices
The American Rolling Mill Co.
Middletown, Ohio, and Everywhere

Attention of Correspondents

Gentlemen:

ARMCO correspondence should be distinctive in its appearance - it should be correct, neat, attractive, economical. Rather than have a mixture of many styles - one today, but another tomorrow - we should be consistent by following an ALL ARMCO arrangement.

Study the arrangement of this form: the location of the date approximately in line with the right-hand margin, and half-way between the letterhead and the inside address; the three-line inside address; necessary punctuation; the emphatic location of Attention, which requires no underscoring; the convenient and attractive block paragraph; the type signature.

It goes without saying that the best letters are those that do not have oddities of display. Good letters have an unobtrusive display that induces the reader to read, rather than to observe the make-up.

Yours very truly

THE AMERICAN ROLLING MILL CO.

Sherman Perry

Correspondence Adviser

Sherman Perry
HSP

Make-up of Interplant Letter

"QUALITY-SERVICE"

ARMCO

Middletown, Ohio.

March 7, 1921

From: Sherman Perry

To: Stenographers and Typists

Subject: Form of Interplant Letters

Interplant letters are written on a special form. The type signature of the correspondent is always at the top of the letter after From; therefore a type signature at the end is unnecessary. The salutation and complimentary close are omitted.

Like other letters, the interplant letters should be easy to read. Notice the difference between a jumbled arrangement of items and one that is tabulated.

Hard to read:

If you will look at this customer's orders you will find that there are 66 sheets still due against their C1942, our 1047-98 B, 82 sheets still due against their C1944, our 1047-100 B, 165 sheets due against their B1945, our 1047-101, and on their C1946, our 1047-102 B, there are still 49 sheets due.

Easy to read:

You will find that there are still due against:

C 1942	Our	1047-98 B	66 sheets
C 1944	"	1047-100 B	82 "
B 1945	"	1047-101	165 "
C 1946	"	1047-102 B	49 "

Remember that the form of the interplant letter is important. See that it has an atmosphere of quality, the same as outside letters.

Sherman Perry

SP HSP

Make-up of Interplant Letter

"QUALITY-SERVICE"

ARMCO

Middletown, Ohio.

March 2, 1921

From: Sherman Perry

To: Correspondents and Typists

Subject: Standardization of ARMCO Letter Form

With this letter I am sending copies of forms that the typist should follow. It is highly important that every effort be made to individualize ARMCO letters. Every newspaper has a style-sheet that is consistent. Business firms are beginning to recognize the value of such practice, and to see that the make-up of their letters is uniform.

Letter-style depends upon:

1. The ability of the stenographer or typist to estimate the space that the letter will require.

2. The extent to which the dictator indicates the length of letters and necessary corrections when using the dictaphone.

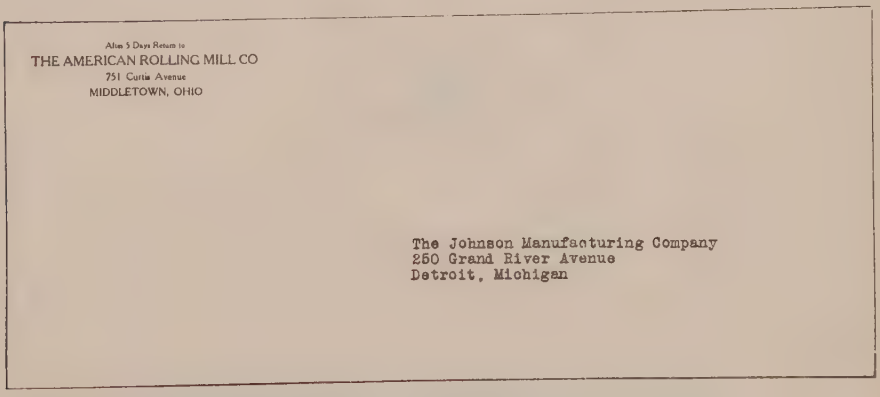
3. The degree of appreciation of the fact by both the dictator and the typist that it takes teamwork to turn out effective letters.

Use the half-page interplant form when writing short letters to members of the organization. Check your work. Correct punctuation, correct spelling, correct word usage, correct transcription (not an unintelligible conglomeration of words) - these are absolutely essential.

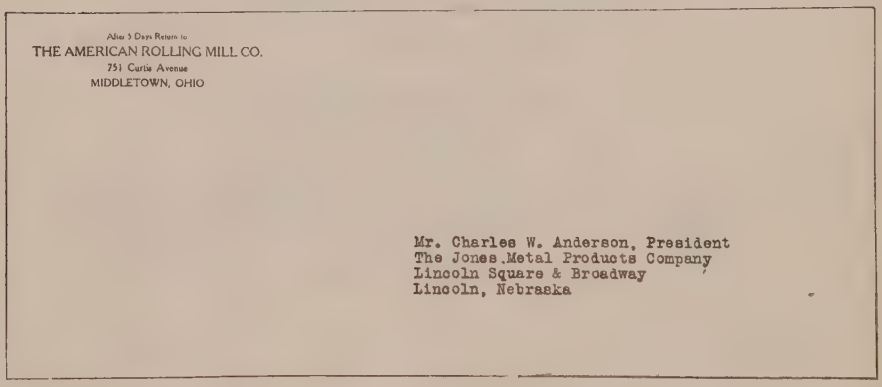
Sherman Perry

SP HSP

Directing Letters



The post office is not a detective agency, nor is a two-cent stamp equivalent to a search warrant.



Always use three or more lines. A neatly directed envelope is highly important.

WORDS FREQUENTLY MISSPELLED

Although a misspelled word is a serious error, mastery of spelling is unknown; there are always pitfalls. Eternal diligence is the price of dependable spelling. One may learn rules and rules for spelling, but they afford little help. Rules contain such qualifications as "usually" and "generally," and at the end of a rule we find a list of exceptions. We learn to swim by swimming, to walk by walking; likewise we learn to spell by spelling.

Rather than learn rules, try this plan:

1 Look at the word. Get an eye image, an eye pattern.

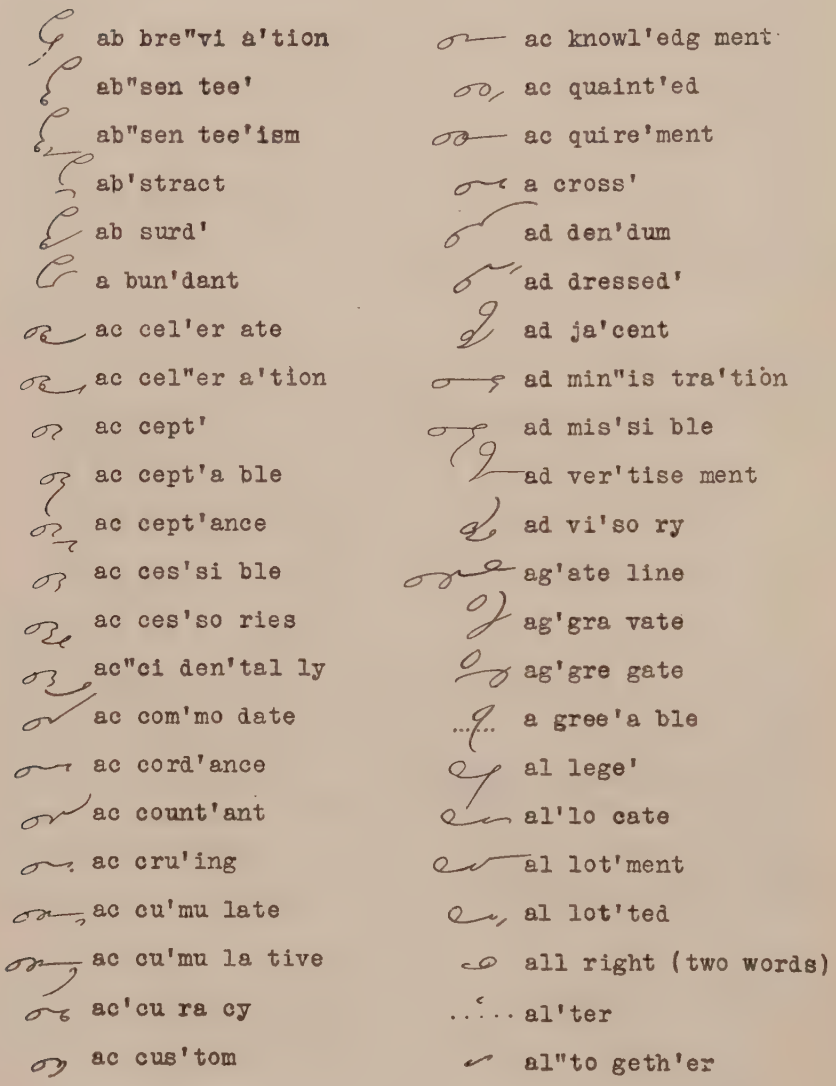
2 Pronounce it aloud; spell it aloud. Get an ear pattern of the word.

3 Write it many times. Get a motion pattern.

The combination of eye, ear, and hand will give you three complete patterns of the word; then when a word is misspelled you will find that it doesn't look right; it doesn't sound right; it doesn't have rhythm; the pattern is marred. Whenever you find such a word, list it for frequent study. Get the dictionary habit. Doubt your spelling. Look up words. Master the words you look up.

Words Frequently Misspelled

Together with Gregg Shorthand Outlines, Syllable Division, Primary (') and Secondary (") Accents.



al'ways

am big'u ous

A mer"i can i za'tion

a mong'

a nal'o gous

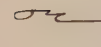
a nal'y sis

an"a lyt'ic

an'gle

an nounce'ment

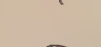
an'nu al


an nu'i ty

an tic'i pate

anx i'e ty

ap"pa ra'tus


ap pear'ance

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ap pro'pri ate

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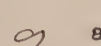
ar riv'al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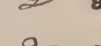
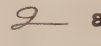

as"cer tain'

as sem'ble


as sem'bling

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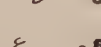

av'er age

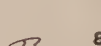
awk'ward

ax'i al

B

bal'ance

bank'ing


based

be com'ing

beg'ging

be gin'ning

be lieve'

be liev'ing

be nef'i cent

ben"e fi'cial

ben"e fi'ci a ry

ben'e fit

ben'e fit"ed

be nev'o lence

blam'a ble

bound'a ries

breadth

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bril'liant

Brit'ain

build'ing

buoy'an cy

bu'reau

busi'ness

bus'y

C

cal'cu lat"ing machine

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can"cel la'tion

can't

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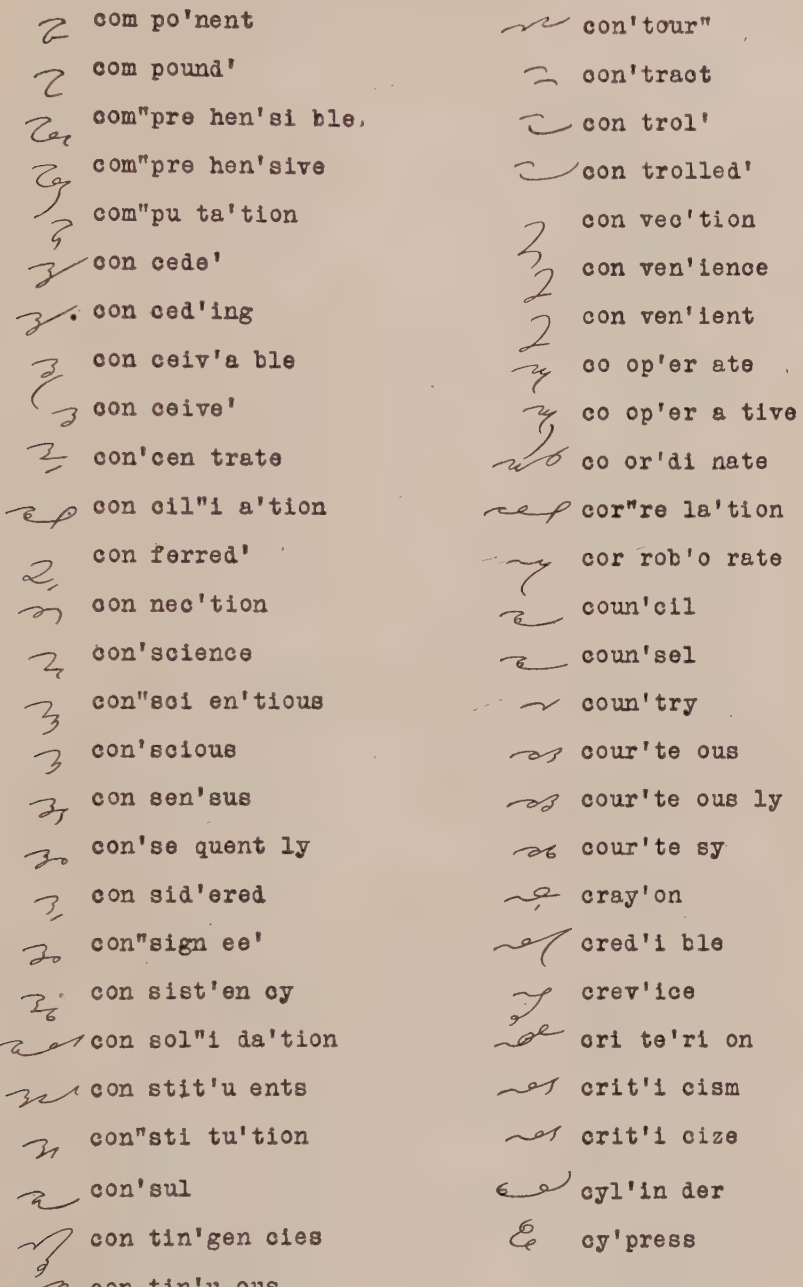
com par'a tive

com pel'

com pelled'

com"pen sa'tion

com'pe tent


com po'nent
com pound'
com"pre hen'si ble.
com"pre hen'sive
com"pu ta'tion
con cede'
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con ceiv'a ble
con ceive'
con'cen trate
con cil"i a'tion
con ferred'
con nec'tion
con'science
con"sci en'tious
con'scious
con sen'sus
con'se quent ly
con sid'ered
con"sign ee'
con sist'en cy
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co or'di nate
cor"re la'tion
cor rob'o rate
coun'cil
coun'sel
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cour'te sy
cray'on
cred'i ble
crev'ice
cri te'ri on
crit'i cism
crit'i cize
cyl'in der
cy'press

D

dealt

de ceit'ful

de ceive'

de cide'

de ci'sion

de den'dum

de fend'ant

de fen'si ble

de ferred'

de fi'cient

de fin'a ble

def'i nite

del"e te'ri ous

de lib"er a'tion

del'ug ing

de"mar ca'tion

de mur'rage

de nom'i na"tor

de pend'a ble

de pre"ci a'tion

de range'

de rived'

de scend'

de scribe'

de scrip'tion

de sir'a ble

de spair'

des'per ate

des"ti na'tion

de stroy'

de te'ri o rate

de vel'op

de vice'

de vise'

di ag'o nal

di'a gram

dif'fer ence

dif"fer en'tial

dig'ging

di lap'i dat"ed

di men'sion

dis"ap pear'

dis"ap point'

dis"ap prov'al

dis"a vow'al

dis cern'i ble

dis'ci pline

dis cour'age ment

dis ease'

dis sat'is fied

dis sim"i lar'i ty

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dis tinc'tion

dis tin'guish

dis trib'ute

dis"tri bu'tion

dis trib'u tor

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E

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e lim'i nate

e lu'ci date

em bar'go

em bar'rass

e mer'gen cy

em"i gra'tion

em'i nent

em ploy ee'

en cour'age ment

en cour'ag ing

en deav'or

en large'ment

en tan'gle ment

en'ter prise

en'vi a ble

e"qui dis'tant

e"qui lib'ri um

e quipped'

er ro'ne ous

er'ror

es pe'cial ly

es sen'tial

ex ag'ger ate

ex'cel lent

ex cep'tion al

ex ec'u tive

ex haust'

ex ist'ence

ex or'bi tant

ex'pe dite

ex pense'

ex pe'ri ence

ex"pla na'tion

ex'port

ex traor'di na ry

ex trav'a gance

F

fa cil'i tate

fa mil'iar

far'thest

fas'ci nate

fea'si ble

Feb'ru a ry

fi'er y

fifth

fi'nal ly

fin"an cier'

fi nanc'ing

fine'ly

fis'cal

flex'i ble

fluc'tu ate

for'eign

for'eign er

fore'man

fore see'

for'feit

for'mer ly

forth

for'ty

four

fourth

fran'ti cal ly

fra ter'ni ty

fraught

friend

ful fill'

fun"da men'tal

fu nic'u lar

fur'thest

G

gage or gauge

gen'er al

gen'er al ly

ge ra'ni um

girt

gov'ern ment

gov'er nor

gram'mar

griev'ance

gross

guar"an tee'

guar"an teed'

guar'an ty

guard

guess

guid'ance

H

haul

hav'ing

heal'ing

height

hes'i tan cy

ho'ly

hop'ing

huge

hu'mor ous

hun'dredths

hur'ried ly

hy'gi ene

hy"gi en'ic

I

i den'ti cal

i den"ti fi ca'tion

il leg'i ble

im ag'i na ry

im'i ta tive

im me'di ate ly

im"mi gra'tion

im'mi nent

im pos"si bil'i ty

im promp'tu

in cen'tive

in"ci den'tal ly

in'ci dents

in cip'i ent

in"com pat'i ble

in"con ceiv'a ble

in cred'u lous

in del'i ble

in"de pend'ence

in"de scrib'a ble

in"de struct'i ble

in"dis creet'

in"dis pen'sa ble

in"di vid'u al

in dorse'ment

in duce'

in duce'ment

in dus'tri al

in"ex cus'a ble

in'fi nite

in'flu ence

in fringe'ment

in i'ti a tive

in quir'y

in"spi ra'tion al

in tact'

in'te gral

in"tel lec'tu al

in tel'li gence

in tel'li gi ble

in ten'tion al ly

in"ter cede'

in"ter fere'

in'ter state"

in"tra state'

in"vi ta'tion

in'voice

ir rel'e vant

ir"re sist'i ble

i'so late

J

jet'ti son

judg'ment

jux"ta po si'tion

K

knowl'edge

L

lab'o ra to ry

lac"er a'tion

laid

lat'er

lat'ter

lead

led (past tense)

leg"is la'tion

let'ter head"

li'a ble

li"ai"son'

like'ly

lin'e ar

lit'er a ture

lo'cal ized

lon gev'i ty

los'ing

ly'ing

M

main tain'

main'te nance

ma'jor

man'age ment

man'i fest

man'u al

man"u fac'tur er

many

Mas"sa chu'setts

master sheet

ma te'ri al

math"e mat'ics

meant

meas'ur a ble

mes'sen ger

min'i a ture

min'i mum

min'utes

mis"cel la'ne ous

mis'chie vous

Mis"sis sip'pi

mis spelled'

mix'ing

mo men'tum

mon'e ta ry

mon'i tor

mon'strous

month

mon'u ment

mor"a to'ri um

mu'ci lage

mur'mur

mus'cle

mys te'ri ous

N

nau'ti cal

nec'es sa ry

nei'ther

net weight

nev"er the less'

nick'el

niece

night

nine'teenth"

nine'ti eth

nine'ty

ninth

no'men cla"ture

no'tice a ble

now'a days"

nui'sance

nu'mer a"tor

O

o blige'

ob lique'

ob'sta cle

ob'vi ate

oc ca'sion

oc ca'sion al ly

oc cur'

oc curred'

oc cur'rence

oc cur'ring

of'fi cers

often

o mis'sion

o mit'ted

op'er at"ing

op'er a"tor

o pin'ion

op"por tu'ni ty

op"ti mis'tic

or'di nance

or'di nate

or"gan i za'tion

o"ri en ta'tion

o rig'i nal

out ra'geous

o"ver run'

P

paid

pam'phlet

par'al lel

par tic'i pate

par tic'u lar

par tic'u lar ly

part'ner

pas'sen ger

pas'time"

peace'a ble

pe cul'iar

peer

pen'cil

pend'en cy

pen'e trate

per ceive'

per cep'tion

per'emp to ry

per form'

per haps'

pe"ri od'i cal ly

per'ma nent

per mis'si ble

per"se ver'ance

per sist'ent

per'son al

per"spi ra'tion

per suade'

per tain'

per vade'

pes'si mist

pes"si mis'tic

pha'lanx

phe nom'e na

Phoe'nix

phys'i cal

planned

pla teau'

pleas'ant

pol"i ti'cian

pol'i tics

pol lute'

pos ses'sion

pos"si bil'i ty

pos'si ble

pos'si bly

prac'ti cal ly

prac'tice

prai'rie

pre cede'

pre'cious

pre dict'

pref'er ence

pre ferred'

prej'u dice

prej"u di'cial

prep"a ra'tion

pre par'a to ry

pre pay'

pre rog'a tive

pres tige'

pre sum'a bly

prev'a lent

prices

prim'i tive

priv'i lege

prob'a bly

pro ce'dure

pro ceed'ing

prod'i gy

prof'fered

pro fes'sion

prof'it

pro fuse'ly

pro gres'sive

pro"hi bi'tion

prom'is so ry

prop'er ties

pro por'tion

pro por'tion al

pro'rate"

pros'e cute

pro tec'tion

prove

psy chol'o gy

pub lic'i ty

pur'chase

pu'ri ty

pur sue'

put'ting

Q

qual'i ty

quan'ti ty

qui es'cent

quiet

quite

quo ta'tion

R

rad'i cal ism

ra'di i

ra'di us

rap'id

read'y

re'al ly

re ceipt'

re ceiv'a ble

re ceive'

re cep'ta cle

rec"i proc'i ty

rec'og nize

rec"om mend'

rec"om men da'tion

re con'nais sance

re"con sign'ment

rec'ord

ref'er ence

re ferred'

re gard'

re'gion

re jec'tion

re lief'

re mote'

re mu"ner a'tion

rep"e ti'tion

re plies'

rep"re sent'a tive

re sist'ance

re spect'ful ly

re spec'tive ly

re spon"si bil'i ty

res'tau rant

res"to ra'tion

re treat'ing

re vised'

ri dic'u lous

right'eous

round

S

safe'ty

sal'a ble

sched'ule

sci'ence

screech

seize

 sense

 sep'a rate

 serv'ice a ble

 sev'er al

sew'age

sew'er age

shar'ing

shift

shift'less

shin'ing

shone

shown

shriek

siege

sil"hou ette'

sim'i lar

sim'u late

si"mul ta'ne ous

si"mul ta'ne ous ly

since

sin cere'ly

slight

smooth

so lid"i fi ca'tion

spe'cial ty

spec'i men

speech

stand'ing

state'ment

stat"is ti'cian

stat'ue

stat'ure

stat'ute

stop

stopped

stop'ping

sto'ries

straight

strat'a gem

stren'u ous

stretch

 strict'ly

 sub nor'mal

 sub stan'ti ate

 suc cess'ful

 suc ces'sion

 suf fi'cient

 sum'ma rize

 su"per fi'cial

 su"per in tend'ent

 sup"ple men'ta ry

 sure

 sur prise'

 sus pense'

 sus pi'cion

 sway

syl'la ble

sym'bols

sym met'ri cal

sym met'ri cal ly

T

tan'gi ble

tare

tel'e phone

tem'per a ment

tem'per a ture

tem'po ra ri ly

te na'cious ly

tend'en cy

ter"mi na'tion

the"o ret'i cal

they're (they are)

thor'ough

thou'sandth

through

till

to geth'er

tow'el

trace'a ble

trade ac cept'ance

traf'fic

tran quil'li ty

trans ferred'

trans late'

trans"por ta'tion

trans verse'

trav'el ing

treach'er ous

treas'ur er

tre men'dous

tries

tri'ple

trip'li cate

triv'i al

trou'ble

tru'ly

Tues'day

turn'o"ver

typ'i cal

U

ul'ti mate

u'su al ly

V

va'can cy

va"ri a'tion

va ri'e ty

ve loc'i ty

ven"ti la'tion

ver nac'u lar

vet'er i na ry

vice

vig'i lance

vi gnette'

vi se' (ve-zā)

vis'i ble

W

waive

ware'house"

war'rant

wast'ing

way'bill"

wear

weath'er

Wednes'day

week

weight

weird

wel'come

wel'fare"

wheth'er

whole

whol'ly

whose

wir'y

with in'

with out'

world

writ'ing

writ'ten

Y

yield

Z

zeal

zeal'ous

zig'zag"

Armco Vocabulary

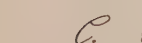
ab ra'sion test

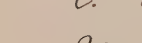
ab scis'sa and or'di nate

ab sorp'tion

a but'ment

a but'ting


ac'e tate

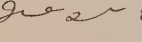

a ce'tic

a cet'y lene gas

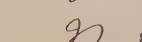
a cet'y lene welder

ac'id

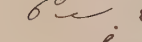
a cid'i fy


ad'am ite roll

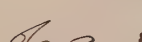
ad he'sion


ad"i a bat'ic compression

a e'ri al


af fin'i ty

ag'ing tests


al'co hol

al'ka li

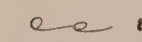
al'ka line

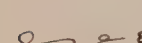
al'li ga"tor shears

al"lo trop'ic

al loy' coated

aloxite cloth


al'pha


a lu'mi na

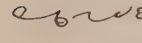
al"u min'i um

a lu'mi num

a lun'dum

am'me"ter

am"mo ni'a cal solution


a mor'phous powder

am pere'

a nal'y sis

an"a lyt'i cal

an'a lyze

an hy'dride

an neal'ing cover

an'ode

an'thra cite

an'ti-flu"o res'cence

an'ti mo ny

a poth'e ca ries weight

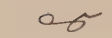
ap"pa ra'tus

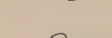
apron plate

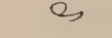
a'que ous solution

arc

ar"gil la'ceous rock

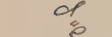
 ar'ma ture

 ar'se nic

 ar se'ni ous

Ar te'sian

as bes'tos

 as'pi rin

at'om

a tom'ic

aus'ten ite

auto body

au tog'e nous

au"to mat'i cal ly

av"oir du pois' weight

axles

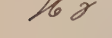
B

Bab'bitt metal

back'lash"

back-wall

baf'fle

 bar crops

bar"o met'ric pressure

bar'rel

base

bas'ic

bath

bat'ten

beak'er

bear'ing

beaume

Bes'se mer

be'ta

bil'let butt

bil'let

billy roller

bit"u mas'tic

bi tu'mi nous

blast

bleeder rod

bleeder stack

bleeder valve

blis'ter

bloom

blooming mill

blow'hole"

blowing in

blow-out

 blue an neal'

 blu'ing

 boom

 bor'ing

 bosh

 bot'tom maker

bot'tom plate

bow socket

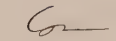
box anneal

brac'ing

brake

brake'man

brass seat


break

breaker block

breast

breeze

brick pallet

bridge

Brinell test

brit'tle

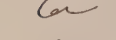
buck'led

buck'stay"

bulk'head"

bull gear

bull'heads"


bull wheel

bump'er

bump'ing

bun'dle

bur'den

bu rette'

burnt

bush'el ing

bush'ing

bus'tle

butterfly valve

button head

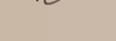
butt weld

by'-pass"

by'-prod"uct

C

cad'mi um


cais'son

cal'a mined

cal ca're ous

cal cined'

cal'ci um

cal'i per

calk

cal'o ries

cal"o rif'ic

cal"o rim'e ter

cam'ber

can'ti le"ver

car'bide

car'bon

car"bo na'ceous

car"bon i za'tion

car"bo run'dum

car'boy

car'bu ret"or

car"bu ri za'tion

case'hard"en

cas'ing

Cas'lon

cas'se role

cast'ing

catch'er

cath'ode

ce ment'

ce ment'ite

cen'ti grade

cen'ti me"ter

cen trif'u gal

cham'fer

chan'nel

chap'let

char'coal" iron

charg'ing

chas'sis

chat'ter mark

check'er brick

check'er chamber

Chel'ten ham

chilled mill

chlo'ride

chord

chord'al

chrome iron ore

chro'mi um

chuck

cin'der notch

cin'der pot

cir cum'fer ence

clam'shell" bucket

clay streaks

cleat

cleav'age plane

clev'is

clink'er

close'mill"

coal mix'ture

coat'ing

co'balt

cob'ble

co"ef fi'cient

cof'fer dam"

co he'sion

coke bin

coke breeze

coke oven gas

coke plate

cold bend

cold blast main

cold blast valve

cold'necks"

cold'-roll"

cold'-rolled" strip

cold'-short"

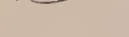
col'lar

col loi'dal

col'umn

com bus'tion chamber

com'mu ta"tor


con cen'tric

con"duc tiv'i ty

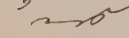
con duc'tor pipe

con'duit bend

con'i cal

con trol'ler

con ver'sion


con vert'er

con vey'er

cool'er

cool'ing bed

cope

cor'du roy"

core loss

cor'nice

cor rode'

cor ro'sion

cor'ru gate

cor'ru gat"ed

cor"ru ga'tion

cor'ru ga"tor

co se'cant

co tan'gent

cot'ter pin

coun'ter sunk" head

cou'pling box

cowl

crab cou'pling

cra'dle

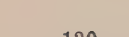
crane run'way"

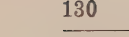
crate

cre'o sote

crit'i cal range

crit'i cal tem'per a ture


crop end


cross'head"

cross'o"ver

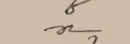
cru'ci ble

crys'tal de"bris'

crys'tal line

cul'vert

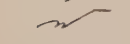
cu'mu la tive


cu'po la

Cushing (type)

cut'down"

cut'-off"


cut'-up"

cy'a nide

cy cloi'dal

cyl'in der

cy lin'dri cal

D

damp'er

damp'ing down

dead soft

dec'i me"ter

de flec'tion

de floc'cu late

def"or ma'tion

degasify

de hy'drat ed

de"hy dra'tion

dek'a me"ter

del"i ques'cence

de mag'net ize

den'si ty

dents

de ox"i da'tion

de ox'i dize

de po'lar ize

de po'lar iz"er

des'ic ca"tor

De Vin'ne

di"ag no'sis

di am'e ter

di am'e tral pitch

di'a phragm

die

die stamp

dif"fer en'tial

dif fu'sion

di lute'

di ox'ide

dip'per

dis col'ored

dished

dis"in fect'ant

dis in'te grat"ed

dis till'ate

dis trib'u tor

dolly bar

dol'o mite

do mes'tic coke

do mes'tic screens

dou'ble

dou'bler

double up

down'com"er

down spout

draft

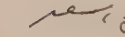
drag

drag-down

drag-in

drain gate

draw'ing

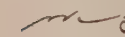

drill'ings

dross

dross metal

dry'ing

duc'tile


duc til'i ty

dum'my

dun'nage

du'pli ca"tor

du"ra bil'i ty

dust catcher

dust shield

Dutch oven

dy nam'ic

dy'na mo

E

eave-trough

ec cen'tric

edg'ing

ef"fer ves'cence

ef"flo res'cence

ef'flux

ef fu'sion

e"las tic'i ty

e las'tic limit

el'bow

e lec'tri cal

e lec'trode

electro-galvanize

e lec trol'y sis

e lec'tro lyte

e lec"tro ly'tic

e lec"tro mag'net

e lec"tro mo'tive

e lec'tro type

el lipse'

el lip'soid

e"lon ga'tion

emery wheel

en am'el ing

en'gine

en"gi neer'

en'tro py

ep"i cy'cloid

e'qual iz"er

erg

e ro'sion

eu tec'toid

e vap'o ra tive

ex pan'sion joint

ex pan'sion loop

F

fab'ri cate

fab"ri ca'tion in transit

Fah'ren heit

fan fold

fan'tail"

feath'er edge"

feld'spar"

fend'er

fer"men ta'tion

fer'ric oxide

fer'rite

fer"ro man'ga nese

fer"ro phos'phor us

fer"ro sil'i con

fer'rous

fer'rule

fi'brous

filler-rod

fil'let

fil'ter

fin marks

fin sheet

fins on bars

fire'bed"

fir'ing

fish'plate"

fish'tail"

fixed carbon

flange

flash'ing

flask

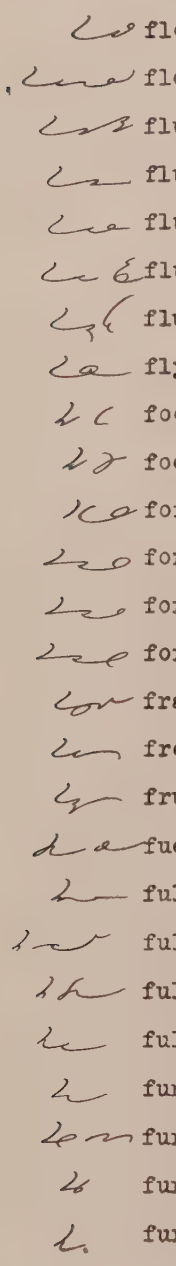
flat'head"

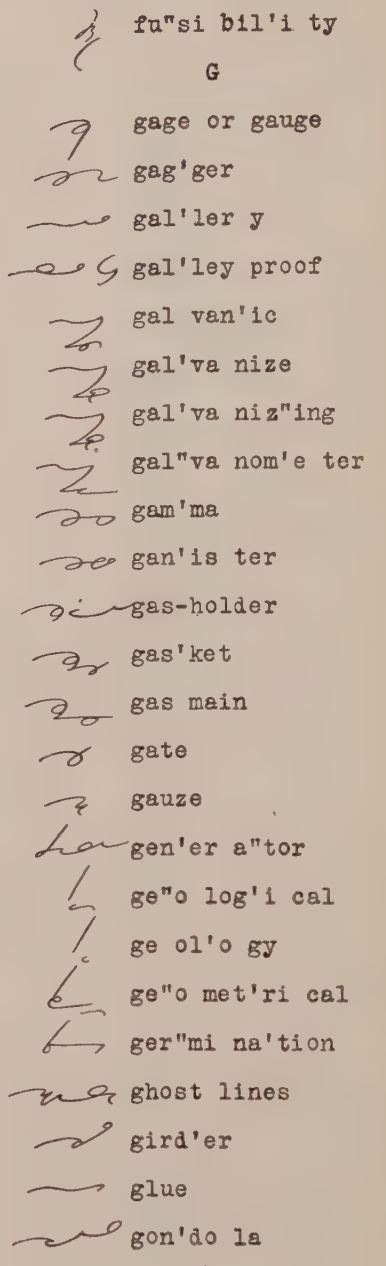
flat'ten

flex"i bil'i ty

flex'ur al

flex'ure


float'er
floc'cu lent
flue dust
flume
flu'or ine
fluor spar
flux box
fly'wheel"
foot pound
foot weight
fore plate
for'mu la
for'mu lae
for'mu las
frac'ture
frog
frus'tum
fuel oil
ful'crum
full cold-roll
full pickled
full'roll"
fun'nel
fur'nace coke
fur'ni ture
fur'ring


fu"si bil'i ty
G
gage or gauge
gag'ger
gal'ler y
gal'ley proof
gal van'ic
gal'va nize
gal'va niz"ing
gal"va nom'e ter
gam'ma
gan'is ter
gas-holder
gas'ket
gas main
gate
gauze
gen'er a"tor
ge"o log'i cal
ge ol'o gy
ge"o met'ri cal
ger"mi na'tion
ghost lines
gird'er
glue
gon'do la

gra'di ent

grained

graph'i cal

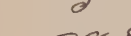
gra phit'ic carbon

graph'ite

grate

grease

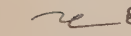
grease'man"

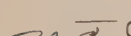

Grecian mag'ne site

gril'lage

grout

gud'geon


gus'set plate


gyp'sum

gy ra'tion

gy'ro scope

H

head'er

hearth jacket

heavy metal

hel'i cal

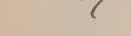
het"er o ge ne'i ty

het"er o ge'ne ous

hex'a gon

high vol'a tile

hollow roll


ho"mo ge ne'i ty

ho"mo ge'ne ous

hood stock

hop'per

hor"i zon'tal

hot bend

hot necks

hot'-roll"

hot'-rolled" strip

hot'-short"

hot working

hous'ing window

hu mid'i ty

hu'mi dor

hy drau'lic

hy"dro car'bon

hy"dro chlo'ric acid

hy"dro flu or'ic acid

hy'dro gen

hy drom'e ter

hy"dro stat'ic

hy drox'ide

hy per'bo la

hy"per bol'ic

hy"per-eu tec'toid

hy'po

hy"po cy'cloid

hy"po-eu tec'toid

hy poth'e sis

hys"ter e'sis

hytempite cement

I

I-beam

im'bri cat"ed

im pinge'

im"preg na'tion

in"can des'cent

inch weight

in'di ca"tor

in duc'tion

in er'ti a

in flam'ma ble

in'got

ingot butts

in gre'di ent

in spec'tion

in'stru ment

in"su la'tion

in"ter crys'tal line

in"ter gran'u lar

in"ter me'di ate

in ter'sti ces

in'vo lute

i'on

i"on i za'tion

i rid'i um

iron notch

iron oxide

iron runner

i'sin glass

i"so met'ric

i"so ther'mal

J

jack

Japan enamel

jib crane

joist

joule

jour'nal

jump

jump'er

K

kal'a meined

ka'o lin

keep'er arc"

ker'o sene"

kil'o gram

kil'o watt"

ki net'ic

knob'ble

knuckle joint

knurl

L

lab'o ra to ry

lac'quer

lad'der

la'dle

la mel'lar

lam'i nat"ed

lam"i na'tion

lap'-weld"ed

lat'er al

lathe

lat'tice

Lau're ate (type)

lead

leader

legs

lev'eled

light'er

light'er age

light oil

limed

lime'stone"

lim'ing

li'mo nite

lin'er

line'-up"

lin'o type

lin'tel

locker

lo"co mo'tive crane

log'a rithm

log"a rith'mic

lon"gi tu'di nal

long terne

lou'ver

low vol'a tile

lu'bri cant

lu"bri ca'tion

lu"mi nes'cence

lump'y

M

MacFarland (type)

mag'ne site

mag ne'si um

mag'net

mag net'ic

mag'net ite

mag'net iz"ing

make'-read"y

mal'le a ble

man'drel

man"ga nese'

man'i fold

ma nip'u la"tor

man'tel

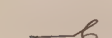
man tis'sa

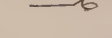
mar'tin ite

mat

match'er

mat'ri ces


ma'trix

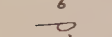

matted surface

max'i mum

me chan'i cal

mean ef fec'tive pressur(

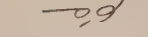
me'di um


melt'er

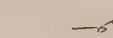
men"su ra'tion

mer'chant bar

mesh


metal cased brick

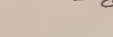
met"al lur'gi cal


met'al lur"gist

me'ter

mi'ca

mi'ca nite


mi'cro graph

mi crom'e ter

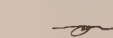
mi'cro scope

mi"cro scop'ic

mill cinder

mil'li me"ter

mill marks


mill run

mill scale

mill'wright"

mill warmers

mi'ter

mod'u lus

mois'ture ad just'men

mold

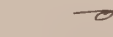
mo lec'u lar

mo lyb'de num

mo'ment of in er'ti a

Monell process

mon"o lith'ic


mor'tise

mo'tor

multigraph

mu"ri at'ic acid

N

neu'tral

nick'el

ni'tro gen

ni trog'e nous

notch

noz'zle

nut coke

O

oc clud'ed

ohm

o paque'

open anneal

o'pen er

open station

open-surface

op'ti cal

or'ange-peel" bucket

ord'nance

ore bridge

os'cil late

os'cil la to ry

os'mose

os mo'sis

ox'a late

ox"i da'tion

ox"y a cet'y lene

ox'y gen

P

pack lifter

paint

pair-heater

pal'let

pal'mar

palm oil

pan'el

pan head

pa rab'o la

par'af fin

par'al lel

pa ram'e ter

pa ren'the sis

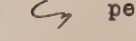
pass

pat'ent lev'el

pat'tern

per'co late

per cus'sion


per im'e ter

pe riph'er y

per man'ga nate

per"me a bil'i ty test

per"me am'e ter

phar"ma ceu'ti cal

phe"nol-phthal'e in

phi'al

phos'phor bronze

phos'phor us

pho'to stat

phthis'ic

phys'i cal properties

pi'ca

pickle liquor

pick'ling cra'dle

pier

pig iron

pig machine

pi las'ter

pinch'er

pinch marks

pin'hole"

pin'ion

pin'tle

pipe

pi pette'

pis'ton rod

pitch

pits

pit'ting

plan'er

pla nim'e ter

plan'ish

plat'i num

plas tic'i ty

plates

pli'ers

plumb bob

plung'er

pneu mat'ic

pneu mo'ni a

po lar'i ty

pol'ished

pol'ish er

pol'ish ing

pol'y gon

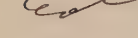
po ten'tial

po ten"ti om'e ter

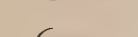
pre cip'i tate

prime sheets

pris moi'dal

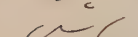

pro duc'er

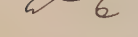
pro number


psy chol'o gy

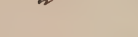
pud'dle-bar"

pud'dled

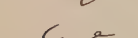

pul'pit


pur'lin

pyod

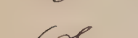

py ri'tes

py rom'e ter tube


py"ro phos'phate

Q

quad'rant


quartz

quench

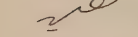
quench'ing bath

quench'ing car

quench'ing station

R

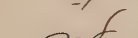
rab'ble

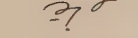

ra'di al

ra'di um

radius of gyration

rain maker


rash heat


re car'bu rize

re charge'

re cip'ro cal

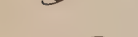
rec'tan"gle

red'-short"

re duc'er

reel

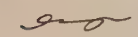
re frac'to ries

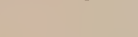

re frac'to ry

re gen"er a'tion

re"in force'

re"in force'ment


res'er voir


re shear'

re sid'u al

res'i due

re sil'i ence

res'in ate

re sist'ance coil

re"sis tiv'i ty

re square'

re square' shearman

re"ten tiv'i ty

re tort' car'bon

re treat'

re ver'ber a to ry

re vers'i ble

rhe'o stat

rhom'bus

rid'er

ridge capping

ridge-roll

ris'er

riv'et

rock'er arm

rod'ded

roll'er

roll'er lev'el er

roll fol'low ers

roll mark

roll train

roll turner

rose'head"

ro sette'

Ross-paper

ro'ta ry

ro'tor

rough'er

roughing mill

rough mill

rub'ber

run'ner

runner brick

Russia iron

S

sac'cha rate

saddle-stitch

sal'a man"der

sal am mo'ni ac

sand rammers

sa pon"i fi ca'tion

sarco

sat'u rate

sat"u ra'tion

scab'by

scabs

scale

scale mat

scarf'ing

scathed mills

sci"en tif'ic

scle'ro scope

sco"ri fi ca'tion

scratch

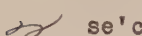
screw box

screw boy

screw down

scrub'ber

seam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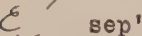
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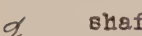
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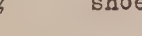
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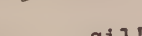
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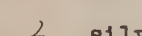
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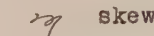
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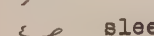
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slips

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smelt'ing

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snakes

snatch block

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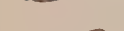
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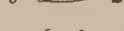
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Stead's brit'tle ness

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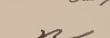
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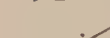
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strip'per

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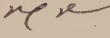
strut

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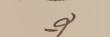
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switch points

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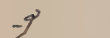
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table top

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tap'ping

tech'ni cal

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tel'e graph

tel'e scope

tem'per a ture

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terne coated

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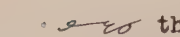
ther'mo stat

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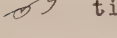
tight coat

ti"tan if'er ous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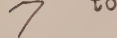
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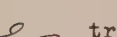
trans'it

transmission tower

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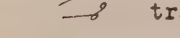
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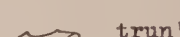
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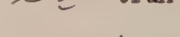
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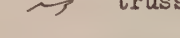
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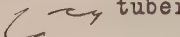
tu'bu lar

tung'sten

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U

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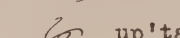
vac'u um

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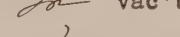
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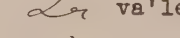
var'nished

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Velte valve

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vise (clamp)

vitreous enamel

vol'a tile

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volt

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W

wab'bler

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wrist pin

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X

xan'thate

Y

yield point

Z

zinc dross

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zir co'ni um

zirkite brick

zone

zo ol'o gy

Slovenly Writing, Speech and Dress Come from the Same Cause—The Opiate of "Don't Care."
—SATURDAY PAPERS

ESSENTIAL ENGLISH

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NOUNS

1 There are two classes of nouns: common and proper. A common noun is a *general* name belonging to each object of its class; as, man, building, iron, river, mountain. A proper noun is a *special* name belonging to an individual person, people, place, or thing; as, Charles W. King, Canadians, Detroit, World War.

2 **Collective nouns.** Collective nouns should be given special study. When used as the subject, they generally

require singular, not plural, verbs. If collection or unified action is expressed, the verb is singular; as:

a) The committee *has* reported.
b) The army *is* marching.
c) The company *is* prosperous.
d) One hundred tons of sheets *was* shipped yesterday.
e) Two-thirds *is* enough.
f) Twenty years *is* a long time.
g) Six and eight *is* fourteen.
h) The United States *is* holding an election.
i) Seventy feet of culvert *was* sold.

3 If the individuals of the collection are emphatic, the verb is plural; as:

a) The committee *were* not agreed as to the plan.
b) Thousands of dollars *were* counted out one by one.
c) The people *are* one.

4 Nouns plural in form but singular in meaning require a singular verb; as, news, mathematics, athletics, politics, ethics, means, whereabouts.

PRONOUNS

1 **Agreement with antecedent.** A pronoun should agree with its antecedent in person, gender, and number; as, "Every man is expected to do *his* (not *their*) best." The masculine gender is sometimes used to refer to both sexes; as, "Before an employee is entitled to free insurance, *he* must be with the company one year."

2 **Sequence of pronouns.** Use pronouns in this order: First, person spoken to, or second person; second, person spoken of, or third person; third, the speaker, or first person; as, "*You*, *they*, and *we* are responsible." Or "*You*, *he*, and *I* can do the work."

3 When two pronouns are used after verbs that assert an action, or after prepositions: *with*, *between*, *for*, *like*, *after*, *before*, *in*, *into*, etc., the second pronoun is often used incorrectly. A common but incorrect expression is: "This

is *between you* and *I*." It should be *me* instead of *I*. A similar mistake is: "This is *for you* and *I* to decide." *I* should be *me*.

This page contains the worst offenders. And right now is a good time to begin whipping them into line.

An easy and accurate way to determine which is the correct pronoun to use is to place the pronoun next to the preposition.

	WRONG	RIGHT
a)	For you and *I*	For *me*
b)	Like you and *he*	Like *him*
c)	Talked with John and *she*	With *her*
d)	No one except Frank and *I*	Except *me*
e)	The man *who* I saw	Saw *whom*
f)	The man to *who* I spoke	Spoke to *whom*

4 The objective form of the pronoun is never used after the verb *be* and its forms *am, is, was, were, been.*

	WRONG	RIGHT
a)	It is *him*	It is *he*
b)	It was *her*	It was *she*
c)	If I were *him*	If I were *he*
d)	If it had been *me*	If it had been *I*

5 Be especially careful when two pronouns precede the verb; as, "You and *I* (not *me*) will go." Such mistakes are easily avoided by using the same pronouns that would be used if the subject were split; as, "You will go"; "I will go." No one would say "Me will go."

6 **Pronoun after *than*.** By supplying the implied verb and expanding the sentence you can easily determine what pronoun to use after *than;* as, "No one is better qualified *than he* (is qualified)."

7 **Case after "to be."** The pronoun used as the subject or the predicate substantive of the infinitive *to be* is correctly in the objective case; as, "They thought *him* to be *me*." "The man *whom* I took to be the rightful owner was dishonest."

If you are in the habit of using pronouns incorrectly, there is only one way to make improvement. Say the correct forms aloud. Use every opportunity to say "between you and me," "for you and me," "it was he," until you automatically use the correct form.

DISTINGUISHING ADJECTIVES AND ADVERBS

1 An adjective is a descriptive word. It pictures or points out something about a noun or a pronoun. Thus, in *an industrious* workman, *that* man, *industrious* describes *workman* and *that* points out some *definite* person.

2 To determine whether a word is an adjective, apply the questions: what kind? how much? how many? The answers to these questions are adjectives.

3 An adverb is an explanatory word. It explains a verb, an adjective, or another adverb. If a word answers the question how? when? or where? it is an adverb.

4 Many persons think that all adverbs end in *ly*. Unfortunately, this is not the case. Such words as *hard*, *slow*, *quick*, *soon*, *now*, *then*, *fast*, *loud*, *long*, *low*, are only a few of a long list of exceptions. Do not conclude that *slowly* and *quickly* are not adverbs; they are. The point is that *slow* and *quick* are also adverbs and have been for many, many years. *Drive slow* and *come quick* are grammatically correct and good usage, even though they are violently denounced by some persons.

5 How, then, are we to determine whether a word is an adjective or an adverb? In case of doubt, you should always let the dictionary decide. Another excellent aid is to observe carefully the practice of recognized speakers and writers.

6 Remember this: Whenever the word modifies a *noun* or a *pronoun* you must use the adjective; as, It smells *sweet;* it is *cold*. Here *sweet* and *cold* modify the pronoun *it*.

7 Whenever the word modifies a verb, an adjective, or another adverb, you must use the adverb; as, He ran *swiftly;* he fell *heavily*, he laughed *heartily*. *Swiftly*, *heavily*, and *heartily* modify verbs and are, consequently, adverbs.

8 There is one more important distinction to keep in mind. In some sentences either an adjective or an adverb may be used, according to the thought the writer wishes to express; as, He kept the bonds *safe;* or, he kept the bonds *safely.* In the first case the bonds are *safe*—safe bonds. In the second, *safely* tells how he performed the act of keeping—kept safely.

VERBS

1 A plural subject takes a plural verb. A singular subject takes a singular verb. Rather elementary statements, aren't they? But why do we become confused? The reason is that we don't recognize the subject. If we are to use verbs correctly, we must remember that the subject *always* governs the verb.

2 *Don't* means *do not* *Doesn't* means *does not*
Aren't means *are not* *Isn't* means *is not*

He
She } doesn't or isn't
It

Be especially cautious of the use of contractions.

3 Special care must be used when the verb precedes the subject: There *were* five *orders* to be filled.

4 Single subjects joined by *either.....or, neither.....nor,* require a singular verb.

a) *Either* Wilson *or* Smith *is* responsible.
b) *Neither* Wilson *nor* Smith *is* responsible.
c) *Neither* of the orders *is* scheduled.

In the last sentence, *neither* is the subject, not *orders.*

5 In the following, the tendency is to let the verb agree with the nearest noun or pronoun; but it is the subject that governs the verb. Be especially careful when a plural noun is used between the subject and the verb.

a) *One* of the cars *was* (not *were*) shipped yesterday.
b) A *car* of primes and seconds *was* sold.

6 Subjects joined by *and* are added, and a plural verb is required:

a) The base metal and the coating *are* pure.

Be especially careful to note that *each* and *every* are singular:

b) *Each* man and woman employed by this firm *belongs* to the Armco Association. (Do not confuse with 6a.)

c) *Every* defective bar and sheet *is* rejected.

7 One of the following expressions may be "wedged" into the main thought, but it does not affect the verb: *with, together with, including, as well as, in company with, no less than, with the assistance of, along with, in addition to.*

a) The *foreman*, as well as the men, *respects* all regulations.

b) The *superintendent*, with the assistance of the general manager, *makes* the decision.

8 Note especially the following:

He is one of those men *who are* always on the job.

Why *are* and not *is?* Because a pronoun must agree in person and number with the word to which it refers. *Who* refers to men, which is plural; therefore *who* is plural, and a plural verb is necessary. Notice that this is a complex sentence—two sentences in one.

9 These words always take a singular verb: *a person, everybody, every one, somebody, nobody, no one, any one.*

10 When the verb does not immediately follow the subject, be especially careful. The farther the verb is from the subject, the easier it is to make a mistake. This sentence taken from an encyclopedia illustrates the danger.

"The *presence* of impurities, sometimes of an extremely small amount, frequently *exert* a powerful influence on the size of the crystalline grains, some impurities increasing it, others reducing it."

LIE, LAY, SIT, SET, RISE, RAISE

11 The most confusing verbs are lie, sit, rise. They are intransitive verbs, and do not need an object. The principal parts are:

Present	Past	Past Participle
Lie	Lay	Lain
Sit	Sat	Sat
Rise	Rose	Risen

These verbs do not take an object. When the time is present, we lie down, sit down, and sometimes rise up in righteous indignation; when the time is past, we lay (not laid) down, sat (not set) down, and rose (not raised) up. With the past participle we always use *have*, *had*, or *has*.

12

PRESENT	PAST	PAST PARTICIPLE
Lay	Laid	Laid
Set	Set	Set
Raise	Raised	Raised

These verbs require an object. We lay the order upon the table; set the machinery in place; and raise money to buy bonds. Most confusion is caused by *lie*, which requires no object; and *lay* which requires an object. In case of doubt as to the form to use, ask yourself the question, "lay (or laid) what?"

SHALL AND WILL, SHOULD AND WOULD

13 Many hard things have been said about these four words. In the past, there have been so many fine-drawn distinctions that their correct use has seemed hopeless.

Bear in mind that shall and should are used with the *first person*, (the person *speaking*); will and would with the *second person*, (the person *spoken to*); and *third person* (the person *spoken of*), to express *future* time.

a)	I shall (should)	We shall (should)
b)	You will (would)	You will (would)
c)	He will (would)	They will (would)

14 When the action is within the complete control of the speaker, use the following forms to express *determination*, *willingness*, or *desire:*

a)	I will (would)	We will (would)
b)	You shall (should)	You shall (should)
c)	He shall (should)	They shall (should)

Observe the different conditions which require *shall* and *should*, *will* and *would*, with the first person. Fix in your mind the different uses of shall and should, will and would, with the second and third persons.

15 *Should* is also used to express moral obligation; as, He *should* pay his debts.

16 A careful study of the following list of verbs will help to overcome such common errors as *had went*, *has came*, *I seen*, and *he begun*. Read this list aloud. Twist conversation so that you have a chance to say the correct form until it comes to you naturally. When in doubt use the dictionary.

have, has, or had awaked
have, has, or had beaten
have, has, or had begun
have, has, or had bidden
have, has, or had blown
have, has, or had broken
have, has, or had brought
have, has, or had burst
have, has, or had caught
have, has, or had come
have, has, or had chosen
have, has, or had clung
have, has, or had done
have, has, or had drunk
have, has, or had eaten
have, has, or had forbidden
have, has, or had forgotten
have, has, or had given
have, has, or had gone
have, has, or had grown
have, has, or had known
have, has, or had laid
have, has, or had led
have, has, or had lain
have, has, or had loosed
have, has, or had ridden
have, has, or had rung
have, has, or had risen
have, has, or had run
have, has, or had seen
have, has, or had set
have, has, or had shaken
have, has, or had shown
have, has, or had shrunk
have, has, or had sat
have, has, or had spoken
have, has, or had sprung
have, has, or had stolen
have, has, or had sworn
have, has, or had swum
have, has, or had taken
have, has, or had thrown
have, has, or had worn
have, has, or had written

17 **Tense of the infinitive.** The infinitive form of the verb is always in the present tense unless it refers to time prior to that of the governing verb; as, "I intended *to do* (not *to have done*) the work."

MODIFIERS

Many of the worst errors of grammar are misplaced modifiers. A small boy was warned not to eat mushrooms. He was told: "People who eat mushrooms often die." "Go on" he said. "How often do they die before they stay dead?"

Good sentences are built, they don't "just happen." The words are in order. And in good sentences, this order —sequence of thought—changes: "It *may mean* so and so" to: "It *means* this and nothing else." It's poor business on your part to trust any one to understand what you mean. *Make* the reader understand. And this demands from you: order, sequence, syntax. Even then, there will be enough misunderstanding.

"Mrs. Jones was killed while cooking her husband's breakfast in a shocking manner," so ran the headline in a paper.

"A great Irishman has passed away. God grant that many as great, and who shall as wisely love their country, may follow him," leaves one in doubt as to just what the editor of the London Times really meant.

"Stay out," read the warning nailed to the tree, "the owner fishes and shoots himself."

"Extreme care is exercised to see whether the bath has become contaminated by analysis."

"You should have the information which this booklet contains at your finger tips."

"Please inclose your check in ink."

"He came into the laboratory just as the test began to see that everything was all right."

Such sentences reveal their own defects: the reader is given a sudden jar. Yet these illustrations are not overdrawn. The remedy is simply this: Read your sentence for sound; and when you find a combination that is decidedly awkward, cut loose and write a new sentence in which you keep modifiers as close as possible to the word or phrase modified.

WHAT IS A SENTENCE?

Strange as it may seem, there are many stenographers and dictators who have no conception of what makes a sentence. They put a period after a group of words forming only a fragment of a sentence. What meaning do you get from: "The pitting or tubercular form of corrosion"? You get no meaning because there is none expressed. Consider these:

The order being shipped today.

The sheets having most excellent working qualities.

Mill running at capacity.

Are they sentences? No, they are not, even though they begin with capital letters and end with periods.

What, then, is a sentence? A sentence must have a subject—the person or thing we talk about; and it must have a verb, which does the saying or asserting.

Notice the difference when we write complete sentences:

The order *is* being shipped today.

The sheets *have* most excellent working qualities.

The mill *is* running at capacity.

The pitting or tubercular form of corrosion quickly *destroys* the sheet metal.

We aren't likely to write an incomplete sentence if it is to stand apart from other words. The trouble comes within the body of a letter. Read carefully:

"We have scheduled your orders of September 5 and November 10. The first for ingot iron sheets, and the second for electrical steel sheets."

The words: "The first for ingot iron sheets, and the second for electrical steel sheets" convey no thought. Put a comma after November 10, and the sentence is complete.

If you are still unable to identify a sentence, you should review your grammar until you are sure of your ground.

SUPERFLUOUS WORDS AND PHRASES

"Throughout *the whole of* the first quarter."
"During the *entire* month."

"Operations that resemble in *their* difficulty."

"The two sheets are *both* alike."

"We sent word to the *different* district offices."

"The analysis has not *as yet* been recorded."

"*As yet* no shipment has been made."

"Every condition was favorable for corrosion *to occur*."

"Equally *as* well."

"The sheets are *of* large *size*."

"The sheets are *of a* black *color*."

"The mine lies *on the* northwest *side* of the town."

"The report gives a good account *of the progress* of the preparation."

"*Subsequent to the formation of* the gas, *there has been* intensive investigation *along certain lines which* revealed a way to degasify the metal." This sentence must be revised: "After the gas was discovered, intensive investigation revealed a way to degasify the metal."

WHERE THE STENOGRAPHER FAILS

The most exasperating experience that any dictator can have is to receive from the transcriber his dictation in a mutilated condition. And some dictators frequently have just such an experience. Why?

In the first place, the transcriber is not familiar with her job: she doesn't know the words and expressions the dictator must use to transport his thoughts.

In the second place, she doesn't make any effort to become thoroughly familiar with the particular part of the business for which the dictator is responsible: she doesn't realize the value of studying many carbon copies of *his* letters to get specific information, nor does she read the firm's advertising for general information.

In the third place—and this is the result of her poverty of information—she makes wild guesses as to what *she thinks* he said: she doesn't make an effort to *find out* what he said.

Here is what one dictator received: "However, if you follow out your idea of having each company put in the

name of a paved highway in their territory, you will find that only 35 to 50 per cent of the companies will be able to use the booklet, because they have no fine examples such as the *points of your throat* (Point Douglas Road) to point to."

Another received this: "The sheets are given a coat of pure *ink* (zinc)."

And still another: "Send us the two carloads of *dynamite* (dolomite) right away."

Stenographers often advance from humble beginners to positions of responsibility. No one quality can be pointed out as *the reason;* but this one thing is always apparent: *they do not mutilate the chief's dictation.*

You who transcribe *ARMCO* letters face a heavy responsibility. To appreciate that responsibility and to strive to meet it is real evidence of mental growth; it is evidence that you *"think on the job";* it is evidence of ability *—plus.*

As a general rule, transcribers feel that their only responsibility is to transcribe notes exactly as dictated, and, in case of doubt, to guess at the meaning. Few take pains to make sure that the correct word is being used. Mistakes are costly to all concerned; consequently the transcriber who acquires the ability to be a real help to the correspondent, is always finding greater opportunity.

To be effective, you must know *WHY* you punctuate; you must know *WHY* you change this or that word. Merely to "think" that a certain change is an improvement is not sufficient; you must *KNOW* that you have made an improvement and *KNOW WHY.*

Here are a few words usually confused. The confusion may be a case of not knowing the correct word to use, or it may be caused by indistinct speaking or inaccurate hearing. In any case, such confusion gives you an opportunity to be more than an ordinary transcriber. It is your chance to be a transcriber—*plus.*

THE RIGHT WORD TO USE

Accept, except. *Accept* is a verb. It means to *receive* a thing offered; to *admit* or *agree* to; to *assent* to; as, "We *accept* the offer." "He *accepts* your explanation."

Except, as a verb, means to *exclude, omit;* as, "He will *except* this part of the agreement." *Except*, preposition, means *with the exception of;* as, "All furnaces, *except* number five, are in good condition."

Adjectives, where placed. Adjectives should be placed as near as possible to the noun or pronoun modified. Bad: *galvanized* Armco Ingot Iron sheets. Better: Armco Ingot Iron *galvanized sheets.*

Advise. Should not be used in the sense of *inform* or *tell. Advise* means to give *advice;* as, "He *advised* me never to answer a letter when in ill humor."

Affect, effect. *Affect* is a verb. It means *to influence;* as, "The annealing *affects* the grain structure." *Effect* is a verb or a noun. As a verb, it means *to complete, realize, bring about, fulfil;* as, "A satisfactory settlement was *effected.*" As a noun, *effect* means *result, consequence, outcome;* as, "The *effect* of the rumor was ruinous."

Ain't. Used by speakers that are downright careless or illiterate.

Already, all ready. *Already* (one word) is an adverb. It means *prior to some specified time;* as, "He had reported *already.*" *All ready* (two words) is an adjective phrase, meaning *prepared in every particular;* as, "We are *all ready* to roll your order."

All right. Should always be two words. *Alright* is wrong.

Altogether, all together. *Altogether*, an adverb, means *without exception, wholly, completely;* as, "His success was due *altogether* to his determination." *All together* is an adjective phrase; as, "The orders are *all together.*"

Any place, some place. Use *anywhere* or *somewhere;* as, "The letter could not be found *anywhere.*" *Any place* should be preceded by a preposition; as, "He will not work long *in* any place."

As....as, so....as. Use *as....as* in positive statements: "The decision was *as fair as* it was possible to make it." *So....as* is used in negative statements and in

questions implying a negative answer; as, "The action is not *so drastic as* we expected it to be."

At about, at. Omit *at* in such expressions as "The meeting will be called *at* about ten o'clock"; and "Where is he *at?*"

Awful. This is one of the most abused words in the English language. "We had an *awfully* good time"; "It was *awfully* funny"; and "The meeting was *awfully* interesting" are familiar pet expressions. Rightly used *awful* means *filled with awe, appalling, profoundly impressive.* As slang it means *frightful, exceedingly bad, monstrous.*

Bad, badly. These words are very much overused. *Serious, severe,* and *poor* are good synonyms.

Balance, rest, remainder. *Balance* correctly used is the *equality between the debit and the credit sides of an account;* as, "There is a *balance* of $5,000 in the bank." *Balance* should not be used for *rest* or *remainder.* We say "The *rest* of the men will be on the night shift," and "Please send the *remainder* of the castings."

Beside, besides. *Beside* is a preposition, rarely, if ever, an adverb. It means *by the side of, near by. Besides* is an adverb. It means *moreover,* or *in addition.*

Between, among. *Between* applies to only two objects; as, "Between you and me." *Among* refers to more than two; as, "You should find the right man *among* so many applicants."

But that, but what, that. Do not use *but that* or *but what* for *that;* as, "There is no doubt *that* (not *but that,* not *but what*) your order will be shipped tomorrow." *But what* is often used incorrectly for *but that;* as, "He doesn't know *but what* (say, *but that*) this report is correct." *But what* is correct when the meaning is *but that which*; as, "He spoke briefly *but what* he said was to the point."

Claim. Do not use for *assert* or *maintain. Claim,* rightfully used, means *to demand as a right.*

Council, counsel, consul. A *council* is an assembly of men summoned or convened for advisory or legislative

purpose. *Counsel* means deliberation or advice. *Consul* is an official appointed by the government to reside in a foreign country and to report on commercial matters.

Data. *Data* is plural. Such expressions as *this data is, the data is,* are wrong.

Different than. After *different* use *from;* as, "My plan is *different from* (not *different than*) the plan you have in mind."

Don't, doesn't. *Don't* means *do not. Doesn't* means *does not.* One of the most frequent errors of speech is, "He, she, or it *don't.*"

Double negatives. Avoid such statements as:
"They *don't* know *nothing* (anything) about the order."
"We *can't* (can) *scarcely* read the amount."
"He *couldn't* (could) *hardly* finish the turn."
"There *isn't* (is) *barely* enough room."
"I *couldn't* (could) *never* agree to that."
"I *don't* care for *no* (any) more."

Each, every, either, and neither. These words are always singular and used to designate *one of two* persons or things. For more than two, say *any one, one another, none.*

Each person *is* responsible for his own work.
Every man *is* expected to do his best.
Either of the orders *is* satisfactory.
Neither of the amounts *is* correct.

Enthuse. Not good usage. The report made me *enthusiastic* (not *enthused* me). How many times have we heard the expression "I am greatly *enthused*"?

Especially, specially. These words mean a particular sort, kind, or quality; peculiar, particular, uncommon, chief.

Ever, never. Do not confuse these adverbs. *Seldom ever* is wrong; it should be *seldom, if ever;* or *seldom, or never. Rarely ever, hardly ever, barely ever, scarcely ever* are similar errors.

Further, farther. Although some writers make no distinction between these words, *further* is preferred for reference to *time, quantity* or *degree,* and *farther* for *distance;* as, "They traveled *farther* than necessary; yet they accomplished nothing *further.*" *Further—a verb* is also used in the sense of *to help forward, to promote, advance;* as, "The committee will help to *further* the movement."

Got. Should be used in the sense of *acquired* or *obtained;* it implies an *effort to secure;* as, "They *got* the order." *Got* should be omitted from such expressions as, "What has that *got* to do with it?"

Gotten. Is no longer good usage.

Hadn't ought. A colloquialism for *ought not.* Never use an auxiliary verb with *ought;* as, "They *had ought* (say *ought*) to oil the sheets." Some one described the Mason and Dixon line as "an imaginary rail fence that separates those who say *you all* from those who say *hadn't ought.*"

If, whether. Do not use *if* for *whether;* as, "I do not know *if* (say *whether*) I can go." "It is doubtful *if* (say *whether*) they will accept the offer."

In, into. It is better to use *into* to express motion; as, "The bar is put *into* the furnace." "They went *into* the office." But note: "They delved *into* the matter."

Inaugurate. Means to induct into office with suitable ceremonies; to invest in power or authority in a formal manner. *Inaugurate* should not be used for *commence* or *begin.*

It's, its. *It's* is a contraction of *it is. Its* is a possessive pronoun and does not need an apostrophe. "*It's* useless to wish for a mastery of expression unless we are willing to do some hard digging." "*Its* value, however, is never questioned."

Last, latter. Use *last* when speaking of *more than two. Latter* refers to *one of two.*

Learn, teach. How many times have we heard the expression, "I *learned* him the job"? No one can *learn* anybody anything. We *teach,* others *learn.*

Leave, let. Don't use *leave* for *let*. *Let* (not *leave*) me have the order. *Let* (not *leave*) it stand.

Lengthwise, endwise, sidewise. Are preferable to *lengthways*, *endways*, and *sideways*.

Lie, Lay. See page 11.

Like. Is always followed and completed by a noun or pronoun in the objective case; as, "Spelter looks *like* silver." *Like* is a preposition comparable to *for*, *between*, *with*. *Like* should never be used as a conjunction for *as*, *as if*, *as though;* as, "He is working now *as* (not *like*) he never worked before." "He looks *as if* (not *like*) he knows the answer." "The men go about their work *as though* (not *like*) they are sure of success."

Loose, lose. These words are so similar in spelling that they are easily confused. The trouble isn't that we do not know what they mean. But we write "I cannot *loose* (*lose*) this opportunity to tell you how thankful I am" and live in ignorance of the chuckle at our expense.

May, can. Use *may* to denote *permission; can* to denote *power* or *ability;* as, "*May* we send your order now?" "We *can* send your order immediately."

Me coming, my coming. The noun or pronoun before a noun ending in *ing* is in the possessive case; as, "*My coming* changed the whole situation." "*John's coming* had much to do with our decision." "We left without *anyone's knowing*." "We have just heard of *his being* successful."

Myself, himself. Do not use the intensive pronoun when the simple pronoun will do; as, "He and *I* (not *myself*) will do the work."

None. This word may be either singular or plural according to the meaning; but the tendency is more in favor of treating it singular. In this sense *none* means *no one, not one;* as, "*None* of us *is* able to tell what is coming." "*None* but the brave *deserves* the fair."

Nor, or. After *no* or *not* if the alternatives are closely related *or* should be used; as, "He has *no* cash *or* credit." But if the alternatives are not so closely related, use *nor;*

as, "He has *no* friends *nor* relatives." It should be observed that *nor* means *without both.* *Nor* is used as a correlative after *neither, nor, not, no.*

Of. Do not say *could of, may of, might of, would of,* for *could have, may have, might have, would have.*

Off of. *Of* is superfluous after *off;* as, "When the wrapping was taken *off* (not *off of*) the sheets, they were in excellent condition."

Only. *Only* is frequently misplaced. It should be as near as possible to the word it modifies. Notice the difference in meaning: "He wrote to him *only*—He *only* wrote to him."

Onto. *Onto,* one word, is colloquial. Say *upon.* "The responsibility fell *upon* (not *onto*) us."

Over with. Omit *with.*

Partially, partly. *Partially* means *with unjust favoritism. Partly* means *less than whole.* We may *treat persons partially;* but we do our work *partly.* It is ambiguous to say "He made a *partial* report."

Party, person, people. *Party* means an *entertainment* except in legal documents where it refers to a person or a body of persons collectively. "The hunting *party* left before daybreak." "The *party of the first part* further deposes and says, etc." Do not say, "I know a party." *Person* is an *individual human being;* as, "The *person* (not *party*) to whom I wrote." *People* is a body of persons having a common character, culture, or sentiment such as a *race, tribe,* or *nation;* as, "the *people* of France." *People* is also used to refer to *geographical division,* a *community,* or *society;* as, "the *people* of New York," "the *people* of the North Church." Do not say "the Allis-Chalmers *People*" for *Company.*

Per cent, percentage. When preceded by figures, *per cent* is correct; as, "We have filled 90 *per cent* of the order." Use *percentage* when the figure is not given; as, "What *percentage* of the order is filled?" or when the figure comes after; as, "The *percentage* is *fifty.*"

Per day, per year. *Per* is a Latin preposition. It should be used with Latin expressions; such as, *per annum, per diem, per se.* *Per* should not be used with *ton, day, dollar,* Say *a ton, a day, a dollar.*

Principal, principle. Do not confuse these words. *Principal* means a *chief person, a sum of money.* *Principle* emphasizes the idea of *fundamental truth* or *general application,* the *source from which anything proceeds;* as, "The *principal* men are men of *principle.*"

Proven. Don't use this word. Say *proved.*

Providing, provided. *Providing* is not a conjunction. It means to *provide, furnish.* *Provided* is the conjunction. It means *on condition that;* as, "We will accept your offer *provided* (not *providing*) you sign the contract."

Raise, rear. *Raise* flagpoles, but *rear* children. Don't say "I was *raised* in Middletown."

Re. From the Latin word *res,* a legal term, meaning *thing.* It should not be used for *referring to.*

Respectfully, respectively. *Respectfully* means *with respect, in a respectful manner.* *Respectively* means *singly, in the order designated.* Sometimes these words are confused and a dictator will close his letter with "*Yours respectively,*" which, of course, is wrong.

Seldom ever. Say *seldom,* or *seldom, if ever.*

Somebody else's. The possessive sign is added to the second word even though some purists hold out for somebody's else.

Split infinitive. Avoid the split infinitive: *To* promptly *act, to* clearly *speak, to* carefully *examine, to* practically *help, to* needlessly *take, to* personally *inspect.* The split infinitive is generally awkward; moreover the splitter runs the risk of being misunderstood.

Squinting modifiers. Ambiguity is frequently the result of placing a modifier so that it may modify either the expression preceding or following the modifier; as, "Tell him *as soon as he comes* to see me." This should be, "As soon as he comes, tell him to see me" or "Tell him to see me as soon as he comes."

State. This word is entirely too formal when used in the sense of *tell, inform, mention.*

Stationery, stationary. *Stationery* means writing materials in general. *Stationary* means fixed in one place or position.

Tense, shifting of. Aim to maintain a harmony of tenses. Do not carelessly shift from one tense to another. It is permissible to change from the present tense to the past, provided there is an apparent reason. "I *knew* that you *will* (say *would*) get the order." "I *know* that the order *would* (say *will*) be satisfactory." Unchangeable truths are always expressed in the present tense regardless of the tense of the principal verb; as, "He said it *was* (say *is*) 275 miles from Middletown to Detroit."

Than. Is often incorrectly used for *when;* as in, "We had scarcely received the report *than* (say *when*) the final preparation was made." "He barely had been transferred *than* (say *when*) the new position developed."

Them. *Them* is a pronoun. It should not be used for the adjective *those. Them things* and *them there bars* are incorrect. Say "Bring *those* (not *them*) bars." "*Those* (not *them*) men are working."

Therefore, therefor. *Therefore* means *for that reason;* as, "We *therefore* accept your order." *Therefor* used in legal papers, means *for that, for this, for it;* as, "The party of the second part agrees to pay *therefor* the sum of $5,000."

To, too, two. *To* is a preposition; as, "I spoke *to* him." Omit *to* in such expressions as "Where did he go *to?*" Do not use *to* when *at* is intended; as, "He was *at* (not *to*) the office this morning." *Too* is an adverb: "There were *too* many." "I, *too*, am going." *Too* is frequently used as an intensive; as, "The iron is *too* hot." *Two*, an adjective, means twice one; as, "*Two* men were here." Do not confuse *too* and *two.*

Try and, try to. Say *try to.* "The dictator should try *to* (not *try and*) pronounce all names distinctly." "The men will *try to* (not *try and*) increase production."

Unique. *Unique* means *the only one of its kind.* It cannot be compared. "The book is *unique* (not *very unique*)." "His experience was *unique* (not *most unique*)."

Upon, on. Use *upon* to express literal or figurative *superposition;* as, "I placed the report *upon* your desk." "Misfortune fell *upon* him." In all other instances use *on;* as, "His order is *on* the schedule." "The report is *on* your desk."

Was, is. In dependent sentences that state an unchangeable fact, use *is* even though the verb in the main clause is in the past tense; as, "He *reported* (past tense) that Armco Ingot Iron *is* (present tense) giving far better service than concrete." "You *said* (past tense) that it *is* (present tense) farther to Buffalo than to Cleveland."

Week ended, week ending. When the time is past, use *week ended;* as, "Orders received during the *week ended* January 20, exceeded 10,000 tons."

Were, was. Never say "You was." With *you,* always use *were.* Use *were* with *I* when making a statement contrary to fact; as, "If I *were* you, I should go."

Who, which, that. Use *that to restrict, to limit;* as, "The order *that* came this morning is being scheduled." "Words *that* express our thoughts with precision are the words to use." Here we mean a *definite order* and *definite words.* Use *who* and *which* to introduce explanatory or supplementary statements; as, "Superintendent Jones, *who* is both efficient and strict, has the confidence of the men." "They visited Pittsburgh, *which* is the center of the steel industry."

Who, whom. Be especially careful to use these words correctly in interrogative sentences; as, "To *whom* (not *who*) are you speaking?" "*Who* (not *whom*) is he?" "Is there any way to determine *who* (not *whom*) it was?" "*Whom* (not *who*) did they take you to be?"

Be careful of words that look and sound similar, but differ in meaning; the following list contains the most common errors:

access (admittance)
excess (above limit)

advice (noun)
advise (verb)

angel (celestial being)
angle (corner)

ascent (rise)
assent (consent)

baring (uncovering)
barring (excepting)
bearing (endurance)

calender (machine)
calendar (divisions of time)

capital (city; sum of money)
capitol (building)

cereal (grain)
serial (in a series)

coarse (not fine)
course (route; method)

complement (that which completes)
compliment (praise)

correspondents (persons)
correspondence (message)

device (noun)
devise (verb)

duel (combat)
dual (double)

dyeing (coloring)
dying (mortal)

eligible (qualified)
legible (readable)

fair (just, beautiful)
fare (amount paid)

formally (with formality)
formerly (previous time)

hear (verb)
here (adverb)

illusion (deceptive)
allusion (indirect reference)

instance (occasion)
instants (duration of time)

it's (it is)
its (possessive)

ordinance (act of ordering)
ordnance (military supplies)

partition (separation)
petition (a document)

peace (order)
piece (part of)

personal (private)
personnel (persons in an organization)

plain (flat region, clear, simple)
plane (a tool, grade)

precede
concede
intercede
recede
} (cede)

proceed
succeed
exceed
} (ceed)

supersede (sede)

precedence (priority)
precedents (done before and constituting authority)

quite (entirely)
quiet (still)

seams (unwelded surface)
seems (appears)

sight (to see)
site (place)
cite (refer to)

stationary (adjective)
stationery (noun)

steal (to take without right)
steel (metal)

straight (direct)
strait (narrow)

their (pronoun)
there (adverb)

thorough (complete)
through (to the end)

waist (part of the body; a garment)

waste (destruction; cloth for cleaning machinery)

weak (not strong)
week (seven days)

PREPOSITIONS

Frequently some one asks: What preposition should I use? That's a hard question to answer, because the idiomatic use of prepositions is very difficult to learn. In addition to the following list, you should consult the dictionary (the Standard is very good), observe the practice of careful writers, and aim to use prepositions accurately.

abide *in* a place
abide *for* a time
abide *with* a person
abide *by* a decision
abound *in*
absolved *from* a promise
abstain *from*
abstract *from*
accede *to*
accessory *to*
accompanied *by* a person or friends
accompanied *with* a thing, consequence, etc.
accord *in*—two or more in an opinion
accord *with* friends, another's opinion
accord a privilege *to* a person
accordance *with*
according *to*
account *for*
acquainted *with*
acquiesce *in*
add *to*

adequate *to* the demand
adequate *for* the purpose
adjacent *to*
admit *of*
adverse *to*
agree *in* opinion
agree *on* or *upon* a statement of principles, rules, etc.
agree *to* the terms proposed
agree *with* a person
agree *among* ourselves
agreeable *to*
alien *to*
alive *in* nerve
alive *to* impulse
alive *with* hope
alive *through* all his being
allot *to* a company *for* a purpose
allude *to*
amass *for* oneself, *for* a purpose
amass *with* labor
amass *by* industry
amazed *at*
amplify *on* or *upon* the subject
amplify *by* illustration
approve *of*
at variance *with* another
averse *to*
awkward *in* action
awkward *at* business
bestow *on* or *upon*
calculate *on* or *upon*
capable *of*
capacity *for* good or evil
capacity *of* 20 gallons
character *of* man
clear *to* the mind
clear *in* argument
coincide *with*
commence *by* doing something
commence *from* a point
commence *with* the meeting

compare one thing *to* another
compare *with* to note agreement or difference in detail
compel *to*
comply *with*
confer favors *on* or *upon* a friend
confer *with* a person about a matter
confide *in* a person
confide *in* the integrity of a firm
confide a trust *to* a person
confirm *by* testimony
confirm *in* a belief
conform *to*
congratulate *on* or *upon*
connect *with*
conscious *of*
consist *in* substance
consist *of* materials
contrast *with*
convenient *for* a purpose
convenient *to* a place
conversant *with* matters
correspond *to* (similarity of actions)
correspond *with* (exchange letters)
decide *upon*
deliberate *on, upon, about, concerning*
demand *for* things needed
demand *of* a person by threat or force
dependent *on* or *upon*
desist *from*
devolve *upon*
differ *from* persons, things, opinions, each other
differ *with* (persons differ *in* opinion *with* one another)
different *from*
disappointed *in* a matter
disappointed *of* hope or purpose
disapprove *of*
dislike *to*
dispense *with*
else *than*—not else *but*
emerge *from*
employed *at* a stipulated salary

employed *for* a purpose
employed *in*, *on*, *upon*, or *about* a work, business, etc.
encroach *upon*
enter *at* a certain place
enter a name *in* a list, book, or record
enter *on* or *upon* a work
enter *for* the contest
enter *into* controversy
equivalent *to*
exception *to*
familiar *with*
fearful *of*
foreign *to*
free *from*
full *of*
glad *at* the sight
glad *of* the fact
grateful *to* the giver *for* the gift
guard *against*
help *in* an enterprise
help *with* money
help *to* success
hinder *in* progress
hinder *from* an act
hinder *by* opposition
identical *with*
impose *upon*
in accordance *with*
inconsistent *with*
indifferent *to*
inferior *to*
influence *with*, *upon*, or *over* a person or thing
influence *by*, *through*, or *by means of* any quality
influence *for* or *in behalf of* any person or object
in pursuance *of*
inquisitive *about*, *concerning*, *in regard to*, *regarding*
in search *of*
inseparable *from*
insight *into*
insist *upon*
interpose *between* persons

interpose *in* a matter
intervene *between*
intrude *upon*
in view *of* facts
labor *at* your work
labor *for* an employer
labor *under* adverse conditions
liable *to*
listen *for* what we expect to hear
listen *to* music (never listen *at*)
live *in* the country, *in* town, *at* or *in* Washington
live *on* the hill, *on* or *upon* a diet
live *by* one's wit, *by* toil
live *for* a purpose
live *with* or *among* friends
made *of*
necessity *for* action
necessity *to* a person
necessity *of* surrender
need *of*
object *to*
observant *of*
offend *against*
opposite *to*
other *than*
part *into* shares
part one *from* another
part *with* a possession
part *between* contestants
participate *in*
permit *of*
pleased *with*
plentiful *in* resources
prevent *from*
profit *by* experience
prohibit *by* law
prohibit *from* doing an act
provide *against* misfortune
provide *for* the future
provide *with* funds
reconcile *to* a person

reconcile *with* a condition
regard *for*
rely *upon*
remit *to*
resemblance *to*
responsible *for* conduct
responsible *to* a person
seek *for*
seize *upon*
skilful *at* or *in* work
skilful *with* a tool
suitable *for*
superior *to*
surprised *at*
think *of* or *about*
touch *upon*
versed *in*

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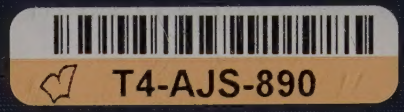
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